External evaluation report

in order to accredit the Master degree program ***Hotel and Tourism Management and Marketing,*** general field of study 101 Public services, type of master's degree: professional, 120 ECTS credits, form of education: full-time, at the request submitted by Moldova State University, date 15.01.2021, of the information presented by the institution in the self-assessment report, the evidence provided and the findings made during the external evaluation visit during the period 24-26.03.2021.

The external evaluation report was elaborated by the members of the external evaluation commission, approved at the meeting of the ANACEC Governing Board from 29.01.2021, minutes no. 60.

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Content

Standard of accreditation 1. Policy for quality assurance

Institutions should have a policy for quality assurance that is made public and forms part of their strategic management. Internal stakeholders should develop and implement this policy through appropriate structures and processes, while involving external stakeholders.

Criterion 1.1. The legal-normative framework regulating the program

The legal status of the institution vs. implementation of the study program

Reference documents presented by the educational institution	1. Certificate of Registration of a Non-commercial Organization of 29 December 2006. 2. Moldova State University Charter, approved by the ME of the RM on 31.03.2015. 3. Operational Sanitary Authorization no. 3894, issued on 24 October 2017. 4. Inspection Report in the area of state supervision of the antifire measures no. 10/4 of 16.06.2020. 5. Order of the Ministry of Education, Culture and Research no.1167 of 19.09.2019. 6. Order of the Ministry of Education, Culture and Research no. 395 of 21.05.2015. 7. The interview with the management team of Moldova State University,		
Findings made during the external evaluation process	Moldova State University is public higher education institution that provides educational services through initial and continuing vocational training programs within the qualification categories corresponding to ISCED level 6, 7, 8. The institution operates on the basis of the normative and legislative acts in force, as well as on the basis of its own regulations and decisions (ex., the University Charter approved by the ME of the RM on 31.03.2015). In this respect, the institution has the certificate of registration as a non-commercial organization and holds the Operational Sanitary Authorization no. 3894, issued on 24 October 2017 and the Inspection Report in the area of state supervision of the antifire measures no. 10/4 of 16.06.2020. The Master Program *Hotel and Tourism Management and Marketing* was launched in 2015 following the implementation of the Tempus LMPH project, which was an opportunity for the graduates of the first cycle to carry on the studies and develop competences in the area of Hotel, Tourism and Recreation Services (HTRS). The Department of Economics, Marketing and Tourism (DEMkT) is in charge with the organization of the program. The bachelor's degree program in the field of professional training of the master's degree program was accredited for a five-year period by the Order of the Ministry of Education, Culture and Research no.1167 of 19.09.2019. The Hotel and Tourism Management and Marketing master's program was authorized by the ME in 2015.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** – the functioning framework of the study program is in accordance with the normative framework in force. **Mandatory minimum evaluation standard:** The functioning framework of the study program is in accordance with the normative framework in force. The bachelor's degree program(s) in the field of vocational training of the master's degree program are accredited. The educational institution holds the Sanitary Authorization for operation and the legal act attesting the observance of the fire safety norms.	**Weight (points)** **2**	**Scoring offered** **2**
Strengths			
Recommendation			
Mandatory areas for improvement			

Criterion 1.2. Strategies, policies and the internal quality management

1.2.1. Educational strategy and policy for quality assurance

Reference documents presented by the educational	1. The Strategic Plan of Moldova State University for the period 2016-2020. 2. The Strategic Plan of the Faculty of Economic Studies 3. The Strategic Plan of the Department of Economy, Marketing and Tourism. 4. The Explanatory Note to the Study Plan.

institution	5. The interview with the management team of Moldova State University.
Findings made during the external evaluation process	The quality management of the educational services is a defining component of the Moldova State University policy and represents a core condition for the accomplishment of its mission and for meeting the wish and expectations of partners and beneficiaries. In the period 2015-2020, the strategic objective of USM aimed: - to develop and strengthen the quality of educational offer, - to approach scientific research as a priority in the activity of the State University of Moldova, - to support professional, social, cultural and sports activities organized by students, - to intensify and increase the quality of international university activities, as well as, - to increase the degree of internationalization of academic activities and the consolidation of the image and intensification of promotion actions. During the interview, the management team mentioned that as a result of the election of the new Rector, the institution is hardly working on the elaboration of the new institutional strategy for the period 2021-2025. The objectives of the master program are described in the Explanatory Note to the Study Plan and are correlated with: - the strategies and policies for quality assurance at the MSU which are laid down in the MSU Strategic Plan for the years 2016-2020; - the objectives of the Faculty of Economic Studies Strategic Plan; - the objectives of the DEMkT Strategic Plan At the MSU, the concept of training specialists in the area of tourism is carried out by involving the business environment in the process of curricular development.

The degree of achievement of the evaluation standard and the score awarded	**1.0 -** the institution has educational strategies and policies for quality assurance and the study program is fully connected to their provisions;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths			
Recommendations	Consultation of the opinion of different categories of stakeholders (particularly of the key stakeholders) when elaborating the institutional development strategy		
Mandatory areas for improvement	Elaboration and implementation of the Institutional Strategic Plan, Faculty and Department for the period 2021-2025		

1.2.2. The organization, application and efficacy of the internal quality assurance system

Reference documents presented by the educational institution	1. The Strategic Plan of Moldova State University for the period 2016-2020. 2. The Senate activity plan of Moldova State University. 3. The Regulation on the quality management of vocational training services at MSU. 4. The Regulation on the organization and functioning of the Quality Council, MSU. 5. The Quality Council Activity plan, MSU, 2020-2021. 6. The Activity Plan of the Management Board (Administration Council), MSU, 2018-2019. 7. The Activity Plan of the Quality Management Department, MSU, 2020-2021. 8. The Activity Plan of the Council of the Faculty of Economic Sciences, MSU, 2019-2020. 9. The Annual activity plan of the Quality Assurance Commission of the Faculty of Economic Sciences, MSU, 2019-2020. 10. The Regulation on the organization and functioning of the Quality Assurance Commissions, USM. 11. The Activity plan of the Department of Economy, Marketing and Tourism, 2019-2020. 12. The Activity plan of the Council of the Department of Economy, Marketing and Tourism, 2020-2021.
Findings made during the external evaluation process	The internal system of quality assurance management was implemented at the Moldova State University since 2005. The institution has Quality Management Structures at all levels: - *at the level of university*: The Senate establishes the strategy, policy, objectives and priorities in the area of quality, follows their implementation in the institution, earmarks and checks the use of QMS-related resources; QC designs, implements and enhances the QMS; the Management Board; QMD – implements and monitors the quality management system in the university. - *at the level of faculties*: The Council of Faculty – designs, implements and enhances the

	QMS at the level of faculty; The Quality Assurance Committee (QAC) – monitors the quality assurance process at the faculty level.		
	- at the level of departments: The Department, including the Council of the DEMkT – assures the quality of the professional training process and is responsible for the efficiency of this process.		
	The institutional quality assurance structures apply are functional and efficient. They monitor the implementation of procedures regarding the HTMM master's program. The results of the activities of the structures of the internal quality assurance system are taken into account for the improvement of the quality of the HTMM master's program by enhancing the study plan and other curricular products.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - institutional quality assurance structures are functional and efficient;	**Weight (points)**	**Scoring offered**
		2	**2**
Strengths	Effective collaboration between the structures for quality assurance at all levels		
Recommendations			
Mandatory areas for improvement			

1.2.3. Internationalization of the study program

Reference documents presented by the educational institution	1. The Regulation on the organization and functioning of the Department of International Relations (DIR), MSU. 2. The Regulation of the MSU on academic mobility. 3. The Institutional Strategic Plan on Internationalization. 4. The Table 1.1 Internationalization of the Study program.
Findings made during the external evaluation process	The process of internationalization of academic and scientific activity of teaching staff and students at the institutional level is coordinated by the Department of International Relations. Moldova State University has a series of regulations regarding the internationalization: the Regulation on the organization and functioning of the Department of International Relations (DIR), MSU; the Regulation of the MSU on academic mobility and the Institutional Strategic Plan on Internationalization. According to the table **1.1 Internationalization of the study program** and the information acquired during the interviews with the stakeholders we can mention that the aspects of internationalization are complexly reflected and are fully realized within the study program. The master's program in HTMM encompasses the following aspects which are part of internationalization: - *International projects:* 1. LMPH Project "Licence Masters professionnels en management des activités hôtelières pour le développement de l'industrie touristique en Géorgie, Azerbaïdjan et Moldavie No 544191 TEMPUS 1-2013-1-PT JPCR" of Moldova State University, Faculty of Economic Sciences. 2. Empowerment of women and youth by increasing their qualifications and competences in the field of rural events and hospitality services design; implementation period: January 2018 – January, 2019, participants: Castraveț L., Corețchi B., Buzdugan A. Ceaikovskii A.; 3. Common Cultural Heritage – a source for the development of entrepreneurial spirit in the Black Sea Basin, reference number: BSB 371, implementation period: 2018-2020, participants: Corețchi B., Călugăreanu I., Buzdugan A., and students; 4. "Increasing competitiveness of rural tourism destinations in Moldova through service design and co-creation" Project funded by the Estonian Ministry of Foreign Affairs in partnership with the Tartu Pärnu College, Estonia, 2016-2017, participants: Castraveț L., Jalencu M., Postică M., Buzdugan A. and the students. - Cooperation with foreign universities: with "Alexandru Ioan Cuza" University from Iasi; with the University of Bucharest; with the State University of the State Tax Service of Ukraine; with the Volga Region State University of Services. - Training abroad for the teaching staff involved in the HTMM: Pascari L. (University of Bologna), Italy - 10 months, 2014-2015; Călugăreanu I., Mulic A., Castraveț L. (University of Girona), Spain - 3 weeks, LMPH Project; Jalencu M. ("A. I. Cuza" University), Romania - 3 weeks, LMPH Project; Călugăreanu I. (Warsaw School of Economics) - 1 week, June,

	2018, Warsaw, Poland, Erasmus+ KA107; Călugăreanu I. (University of Technology), 1 week, December 2017, Bialystok, Poland, Erasmus+; Buzdugan A. (UNINETUNO University), 1 week, Rome, Italy 2016, FOAD activity; Corețchi B., Ceaikovskii A. (University of Tartu, Pärnu College) – 1 week, July 2018, Pärnu, Estonia. - Participation of the teaching staff and of master's students in international conferences: Corețchi B., Prodan M., Stratan A., Ianioglo A., Buzdugan A. – teaching staff; Tataru I., Godzun E. Ceban A. – master's students of the HTMM programme. - Students' international mobilities in the HTMM programme: Cojocaru N., Seriojecichin E. (2016-2017), Paladi D. (2016-2017), Cazacu A.-C. (2019-2020), Godzun E. (2019-2020). - Admission of foreign students (Ma Yan – the People's Republic of China; Gospodnikov O. – Russia; Terletska K. – Ukraine, Zulfigarov I. – Azerbaijan) in the HTMM programme during the concerned period of time. - Involvement of the teaching staff and of foreign expert professors from the projects in the teaching-learning-evaluation process of the beneficiaries of the HTMM in working missions: Dr. Antonio Dias, university professor, ISESP, Dr. Maria José Araújo, ISESP, Portugal; Mr. George Fakotakis, Mrs. Fanny Mangana from MAICh, Greece; Prof. Cláudia Henriques, PhD, Department of Economics, University of Algarve, Portugal; Jordi Serra Simón from the University of Girona, Spain, etc. - Teaching some courses in the English language in each semester, according to the schedule.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** – the aspects of internationalization are complexly reflected and are fully realized within the study program;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths			
Recommendations	Promotion of the master's degree program on the international level Teaching in English, at least 3 courses per semester		
Mandatory areas for improvement			

Standard of accreditation 2. Design and approval of programs

Institutions should have processes for the design and approval of their programs. The programs should be designed so that they meet the objectives set for them, including the intended learning outcomes. The qualification resulting from a program should be clearly specified and communicated, and refer to the correct level of the national qualifications framework for higher education and, consequently, to the Framework for Qualifications of the European Higher Education Area.

Criterion 2.1. Design and approval of the study program

2.1.1. General framework of designing the study program

Reference documents presented by the educational institution	1. The study plans for the HTMM master's degree programs 2015-2021. 2. Order of the Ministry of Education, Culture and Research no. 395 of 21.05.2015. 3. The interview with the management team of Moldova State University 4. The interview with coordinators of the program
Findings made during the external evaluation process	The study program was designed and approved in accordance with the requirements of the regulatory framework in force. The program corresponds to the requirements of the National Framework plan for Bachelor, Master and Doctoral programs (2015) regarding the general field of study: 101 Public Services, domain of professional training: 1013 Hotel, tourism and recreation services (HTRS). The HTMM program contains all designing elements: the study plan; the course syllabus, the academic calendar, the schedule, all of them being published on the webpage *fse.usm.md*. The HTMM program assures the deepening of studies and the continuity of the BA study program HTRS that was accredited for a five-year period by ANACEC, by the Order of the Ministry of Education, Culture and Research (MECR) no.1167 of 19.09.2019. During the interview with the coordinators of the Master's degree program was discussed the design of the HTMM master's degree program which was launched: - following the result of the implementation of the Tempus LMPH project that highlighted

	the needs of the real economy in the hotel and tourism sector (over 500 professionals from the domain were surveyed and interviewed); - by the establishment of the curricular structure: study plan, internship types, list of the teaching staff and of the relevant scientific research; - development of curricula by course coordinators, etc.		
The degree of achievement of the evaluation standard and the score awarded	**1,0 -** the study program is designed and approved in accordance with the requirements of the regulatory framework in force; **Mandatory minimum evaluation standard:** The study program is designed and approved in accordance with the requirements of the regulatory framework in force.	**Weight (points)** **2**	**Scoring offered** **2**
Strengths	The HTMM master's degree program was launched as the result of the implementation of the Tempus LMPH project (involving a research that surveyed and interviewed over 500 professionals).		
Recommendations			
Mandatory areas for improvement			

2.1.2. Alignment of the study program to the National Qualifications Framework/European Qualifications Framework

Reference documents presented by the educational institution	1. National Qualifications Framework (NQF). 2. The study plan for the HTMM master's degree program 2015-2020.		
Findings made during the external evaluation process	The Master's degree program corresponds to the National Qualification Framework. It corresponds with level 7 of ISCED, the type and duration of the studies: master's degree of 120 transfer credits; compulsory conditions regarding the evaluation of competences: defense of the master's thesis; the certificate that is awarded: the master's degree diploma and the diploma supplement; conditions for access to the level of qualification: holders of BA diplomas.		
The degree of achievement of the evaluation standard and the score awarded	**1,0 -** the study program corresponds to the National Qualifications Framework / European Qualifications Framework;	**Weight (points)** **1**	**Scoring offered** **1**
Strengths			
Recommendations			
Mandatory areas for improvement			

Criterion 2.2. Content of the study program

2.2.1. Mission and objectives of the study program

Reference documents presented by the educational institution	1. The MSU Strategic Plan for 2016-2020. 2. The MSU Research and Innovation Strategy for 2015-2020. 3. The Institutional Strategic Plan for internationalization for 2018-2020. 4. The Strategic Plan of Faculty, for 2016-2020. 5. The DEMkT Strategic Plan for 2018-2022 6. The study plan for the HTMM master's degree program.
Findings made during the external evaluation process	According to the Explanatory Note of the study plan the mission/aim of the Master degree program *Hotel and Tourism Management and Marketing* is the formation of skills in the hotel and tourism services sector. The graduates of the program are prepared for entrepreneurial activity in the tourism and hotel services industry. During the interview with the coordinators of the Master's degree program were discussed also the objectives and outcomes of the HTMM master's degree program. The objectives of the master program in Hotel and Tourism Management and Marketing

are:

- ensuring master students a high level of specialized knowledge and understanding, allowing them to integrate knowledge in marketing activities in the tourism industry;
- developing the capacity to act independently /or as a team, creatively addressing and solving complex problems in the hotel and tourism industry;
- stimulating the theoretical and practical interest of the master students on the evolution of the hotel entity from the perspective of the structure of the services to be requested,;
- application of ICT in the activity process, use of methods and techniques of analysis of the hotel services market;
- training the capacity to elaborate and develop tourism projects in order to maximize the performance of the tourism activity;
- developing a critical attitude through the use and coherent interpretation of theories, models in the field of tourism management and marketing;

The program is closely connected to the national strategies, realities and trends in the field, to the strategic development plan of the institution, chair / department. For example:

- MSU Strategic Plan for the years 2016-2020, through the strategic objectives: Development and strengthening the quality of the educational offer; intensification and increase of the quality of the international university cooperation; Raising the internationalization level of the academic activities;
- MSU Research and Innovation Strategy for the years 2015-2020, by means of the objectives: Affiliation of the University to an integrated system of information regarding the scientific research strategies and national and international contests for projects;
- The Institutional Strategic Plan for internationalization for the years 2018-2020, through the objectives: Intensification and increase of quality of the international university cooperation activities; Raising the internationalization level;
- Strategic Plan of Faculty for 2016-2020 and strategic plan of Department DEMkT for 2018-2022 through the objectives: assurance and increase of quality of the educational offer; curricular development; reinforcement of the research activity; promotion of the image of the profile specialties; openness for cooperation with the academia and employers; making the student life more efficient by raising the degree of their involvement in various activities; intensification of the activities in the area of international university cooperation.

The degree of achievement of the evaluation standard and the score awarded	**1,0 -** the mission and objectives of the study program are connected to the national strategies, realities and trends in the field, to the strategic development plan of the institution, chair / department;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths			
Recommendations			
Mandatory areas for improvement			

2.2.2. The Study Plan

Reference documents presented by the educational institution	1. The study plan for the HTMM master's degree program 2. MSU PO-PAP-3 procedure Design and modernization of the study plan
Findings made during the external evaluation process	It was established during the interview the coordinators of the Master's degree program that the study plan (SP) of the HTMM program for the years 2015-2019 was developed in line with the provisions of the 2015 Framework Plan (FP) and for the 2020 admission. The Study Plan is adjusted to the 2020 Framework Plan requirements and includes four components: temporal, formative, accumulation and evaluation. During the interview the coordinators of the Master's degree program it was ascertained that: - The distribution of the course units forming the training component of the Study Plan focuses on the achievement of objectives and outcomes of the HTMM program. - The Study Plan comprises the sets of course units distributed per 4 semesters and each of them is allocated 30 study credits.

	- The disciplines are grouped into these components: fundamental and specialized, in compliance with the share recommended by the 2015 FP.
	66,65% of the total number of credits assigned for the HTMM program are made up of practical and research activities.
	During the interview the coordinators of the Master's degree program it was ascertained that the continuity of the specialized disciplines from the BA HTRS Study Plan and the HTMM Study Program is determined by the analysis of similarities of the learning units of the curriculum of the specialized disciplines in the Study Plan.
	The HTMM program is annually updated for each graduating class, according to the MSU PO-PAP-3 procedure (Design and modernization of the study plan).
	Students that apply for a second cycle program, that differs from the training domain they graduated from (first cycle), must accumulate 30 credits, which represents the necessary initial curricular minimum, in an extracurricular regime, during the 1st year of master's studies.

The degree of achievement of the evaluation standard and the score awarded	**1,0 -** the study plan corresponds to the requirements of the Framework Plan and ensures the achievement of study objectives and the formation of professional skills; **Mandatory minimum evaluation standard:** During the validity of the provisional operation authorization / accreditation / re-accreditation of the study program, the changes operated in the study plan do not exceed 25%.	**Weight (points)** 2	**Scoring offered** 2
Strengths	More than 60% of the total number of credits assigned for the HTMM program are made up of practical and research activities.		
Recommendations			
Mandatory areas for improvement			

2.2.3. The curriculum per discipline

Reference documents presented by the educational institution	1. The study plan for the HTMM master's degree program. 2. The Samples of the institutional curricula. 3. The Curricula for the disciplines included in the Study Plan for HTMM. 4. The matrix of correlation of the study outcomes and competencies. 5. The Minutes of the meeting of the DEMkT and of the meeting of the CFES.		
Findings made during the external evaluation process	During the evaluation process it was ascertained that the study program HTMM has a 100% coverage with the curricula in line with the Study Plan. The curricula for all disciplines is available on Moodle platform and were developed according to the University Curriculum Reference Framework, based on conceptual (correlation between the specific outcomes of the discipline and the competences of the HTMM program) and methodological (logical order of the curricular components and unitary presentation of the structure) requirements. The curricula are available online, on Moodle and master's students can access them from their personal account, whereas the syllabus is available on the www.fse.usm.md webpage, and is introduced by the teacher during the first class. The curricula for the disciplines included in the SP for HTMM focuses on the development of the competences designed in the SP, according to the matrix of correlation of the study outcomes. The curricula contains all the necessary components: preliminaries, discipline management, topics and distribution of hours, professional competences and learning outcomes, learning units, student's individual work, methodological suggestions for the teaching-learning-evaluation, the bibliography, the discipline amendments file, indicative topics for the individual work.		
The degree of achievement of the evaluation standard and the score awarded	**1,0 -** the content of the curriculum contributes to the achievement of the study objectives;	**Weight (points)** 2	**Scoring offered** 2
Strengths			

Recommendations	
Mandatory areas for improvement	

2.2.4. Relevance of the study programme

Reference documents presented by the educational institution	1. The National Development Strategy "Moldova 2030". 2. The Tourism Development Strategy "Moldova 2020". 3. The documents that prove the consultation of the interested parts: - Convention of Partnership with Jolly Alon Hotel; - Round tables on the cooperation between the DEMKT and the business environment were organized; - Surveys for employers, teaching staff, students and graduates. 4. Documents that prove the social and economic impact of the study program: - Appraisal letters from the employers. - Data base of the HTMM employment.		
Findings made during the external evaluation process	The relevance of the HTMM program is defined depending on the advancement of knowledge and technology development in the area of hotel and tourism management and marketing in the framework of national priorities and labor market requirements. The relevance of the program is in relation to The National Development Strategy "Moldova 2030" and in relation to the Tourism Development Strategy "Tourism 2020". During the interview with employers of the Master's degree program it was noted that the study program fully reflects the needs of the labor market, trends in the field and has a significant social and economic impact. During the interview with employers it was ascertained that there is an interactive activity between the master's students and the labor market (through partner companies, like ANTRIM, Jolly-Alon Hotel, Piligrim Tourism Agency, Isida-Travel Tourism Agency, Panda Tur Tourism Agency, and Dacia Hotel, etc.). The DEMKT organizes round tables on the cooperation with the business environment. The consultations with stakeholders contribute to the adjustment of the study program to the new trends in the area. They take place regularly as: surveys for employers, teaching staff, students and graduates; interviews over phone, e-mail, university's social network; dialogue between the internship coordinators of master's students from the MSU and the tutors from the economic entities; annual participation in Career Trades and other events, etc. The study program is annually updated and the latest relevant researches in the area that are embedded in each curriculum are included in the Discipline Amendments File. During the interview with employers it was observed that the social and economic impact of the HTMM program is determined by appraisal letters from the employers and the data base of the HTMM employment.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** –the study program fully reflects the needs of the labor market, trends in the field and has a significant social and economic impact;	**Weight (points)** **3**	**Scoring offered** **3**
Strengths	The social and economic impact of the HTMM program is determined by appraisal letters from the employers and the data base of the HTMM employment.		
Recommendations			
Mandatory areas for improvement			

Standard of accreditation 3. Student-centered learning, teaching and assessment

Institutions should ensure that the programs are delivered in a way that encourages students to take an active role in creating the learning process, and that the assessment of students reflects this approach.

Criterion 3.1. Learning-teaching process

3.1.1. Organization forms of the learning-teaching process

Reference documents	1. The Framework Plan approved by MECC, order nr. 120, 10.02.2020. 2. The Regulation regarding the organization of the educational process at the MSU,

presented by the educational institution	approved at TUM Senate, meeting minutes nr. 3, 1.12.2015. 3. The extract of meeting minutes nr.2, 29.10.2020, of the Faculty Economic Studies Council. 4. The Curriculum at the disciplines Economics of the Hotel Enterprises; Sisteme informaționale în servicii hoteliere și turism; Маркетинг в гостеприимстве и туризме. 5. Online Class Assistance.		
Findings made during the external evaluation process	The teaching process within the full-time *Hotel and Tourism Management and Marketing* (HTMM) program is organized according to the national and institutional normative requirements. According to these, the HTMM program comprises *lectures, seminars, lab courses, individual works, and specialized internship*. During the interview with students and graduates of the Master's degree program it was noted that the forms of organization of the teaching-learning process contribute to the achievement of the objectives of the study program. MSU, including the DEMkT, creates conditions for the selection of the master's student individual academic itinerary in line with the FES methodology. The students are permanently consulted on the organizational forms of the teaching activity through surveys and the mechanism of students' representatives in the MSU administrative bodies at all levels. The members of the external evaluation panel assisted at online lesson: Friday, 26.03.21 Mulic Andrei, PhD, Assoc. Prof., *Course: Financial Management of hotel and tourist products; 17.30, online*		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the forms of organization of the teaching-learning process are made in accordance with the provisions of the normative framework in force and contribute to the achievement of the objectives of the study program;	**Weight (points)** **1**	**Scoring offered** **1**
Strengths	The organization of the teaching process at the high level in the pandemic period.		
Recommendations			
Mandatory areas for improvement			

3.1.2. Student-centered learning-teaching methods

Reference documents presented by the educational institution	1. The Results of students' surveys. 2. The extract of meeting minutes nr.2, 29.10.2020, of the Faculty Economic Studies Council (CFES). 3. The extract of meeting minutes nr.6/19-20, 27.01.2020, of the Department of Economy, Marketing and Tourism (DEMkT). 4. The report of the quality of teaching by the students of the master's degree program, approved at CFES, meeting minutes nr. 6, 24.02.2020. 5. The Annual report of activity of Faculty Quality Assurance Commission (QAC), approved at CFES, meeting minutes nr. 9, 30.06.2020. 6. The curricula of the disciplines. 7. The Evaluation sheets of didactic activity. 8. The Moodle platform. 9. The extract of meeting minutes nr.6, 25.01.2018, of the Department of Economy, Marketing and Tourism (DEMkT).		
Findings made during the external evaluation process	The teaching-learning methods centered on the learner are used during lectures, seminars, individual works, and are well described in the curriculum of all disciplines. Students have access to the course content on the Moodle platform. The DEMkT organizes training seminars to make more efficient the teaching-learning process and to center the teaching-learning methods on the learner/master student. The efficiency of the teaching-learning methods centered on the student are evaluated through surveys. The results of surveys are analyzed at the meetings of DEMkT, Quality Assurance Commission (QAC), CFES. During the interview with students and graduates of the Master's degree program it was noted that the teaching-learning methods used are entirely student-centered.		
The degree of achievement of the evaluation standard	**1,0 -** the teaching-learning methods used are entirely student-centered;	**Weight (points)**	**Scoring offered**

and the score awarded		**3**	**3**
Strengths	According the results of surveys the satisfaction of students regarding the teaching-learning methods used by teachers is over 80 %		
Recommendations	The organization of training seminars in order to increase the efficiency of the online teaching-learning process.		
Mandatory areas for improvement			

3.1.3. Use of ICT tools in the teaching-learning-evaluation process

Reference documents presented by the educational institution	1. The Table 3.1.3. Use of ICT tools in the teaching-learning-evaluation process. 2. The Moodle platform. 3. The Report on the activity of the DEMkT in the academic year 2019-2020, approved at CFES, meeting minutes nr. 8, 30.06.2020. 4 The interviews with teaching staff, students and responsibles of the program		
Findings made during the external evaluation process	For the HTMM program, the teaching staff uses the educational platform MOODLE (100% of the program disciplines are on the platform) and a variety of ICT tools and methods: - PPT; - email: each academic group has its own email address and they communicate with the teachers via email*;* - social media, open source software: classroom.com, piktochart.com, canva.com, kahoot screencast-o-matic etc. The teaching staff has ICT skills that contribute to a more efficient organization of the teaching activities. The analysis on the efficient use of ICT tools have been done at the DEMkT and FES.		
The degree of achievement of the evaluation standard and the score awarded	**1,0 -** ICT tools, educational platforms are used in the teaching-learning-assessment process at over 90% of the course units / modules of the study program;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths	The teaching staff uses effectively the educational platform MOODLE (100% of the program disciplines are on the platform).		
Recommendations			
Mandatory areas for improvement			

3.1.4. Academic calendar and the schedule of the study process

Reference documents presented by the educational institution	1. The Framework Plan approved by MECC, order nr.120, 10.02.2020. 2. The PO-PAP-6 procedure of schedule development, approved at TUM Senate, meeting minutes nr. 4, 27.11.2018. 3. The Academic calendar **2020-2021**, **http://fse.usm.md/index.php/masterat-7/** 4. Schedule **http://fse.usm.md/wp-content/uploads/Orar-ciclul-II-MASTERAT-anul-I-Departamentul-Economie-marketing-si-turism.pdf** 5. The Curriculum of the disciplines. 6. The Report on the activity of the DEMkT in the academic year 2019-2020, approved at CFES, meeting minutes nr. 8, 30.06.2020.		
Findings made during the external evaluation process	During the interview with the coordinators of the Master's degree program it was noted that the academic calendar of the MSU and the schedule of the teaching activities is based on Framework-Plans and the PO-PAP-6 procedure of schedule development*.* The university calendar and the schedule of didactic activities are elaborated in accordance with the provisions of the curriculum from the study program. According to the methodology, the direct contact hours and individual work (IW) ratio is 1:2,5-3. The weekly number of hours of direct contact amounts to 16 (the lectures versus seminar and lab classes ratio is 1:1). In one semester, the master's students study 4 course units/modules for which they acquire 30 credits, annually – 60 credits. The share of practical and research activities per program represents 66.65%. During the interview with the students and graduates of the Master's degree program it was noted that when developing the IW, students are guided by the course leader during the entire semester.		
The degree of	**1,0** - the university calendar and the schedule of didactic	**Weight**	**Scoring**

achievement of the evaluation standard and the score awarded	activities are elaborated in accordance with the provisions of the curriculum from the study program;	**(points)** **1**	**offered** **1**
Strengths			
Recommendations			
Mandatory areas for improvement			

Criterion 3.2. Internships

3.2.1. Organization of internships

Reference documents presented by the educational institution	1. The Institutional regulation on the organization and deployment of internships, approved at TUM Senate, meeting minutes nr. 5, 26.01.2016. 2. The PO-IPE-1 Procedure of Ensuring the quality of internships, approved at TUM Senate, meeting minutes nr. 4, 27.11.2018. 3. The extract of meeting minutes nr.6/19-20, 27.01.2020, of the Department of Economy, Marketing and Tourism (DEMkT). 4. Faculty Quality Assurance Commission, approved at CFES, meeting minutes nr. 7, 21.05.2020. 5. The Study Plan of Master's degree program MMHT, approved by TUM Senate, meeting minutes nr. 6, 11.01.2019, coordinated by MECC of RM, 3.04.2019. **https://moodle.usm.md/enrol/index.php?id=4666**		
Findings made during the external evaluation process	The specialized internship for the HTMM program is organized in line with the normative framework. According to the master's program study plan, the students are involved in the specialized internship in the 3rd semester, in line with the academic calendar and it lasts 5 weeks or 300 hours. During the interview with the students, graduates and with employers of the Master's degree program it was noted that the students are tutored by the coordinating teacher from the DEMkT and by the person in charge from the company. According to the PO-IPE-1 Procedure, the results of the internship are announced to students, are included in the examination record and discussed at the meetings of the DEMkT and Quality Assurance Commission (QAC). The contents of the internship comply with the objectives of the HTMM program and aim to develop the competences laid down in the matrix of outcomes correlation stipulated in the *explanatory note* to the Study Plan. The internship is based on the Curriculum, the internship log and the guidelines for the internship organization and deployment available on Moodle platform. The organization of the internships is carried out in accordance with the normative framework in force and allows the achievement of the study objectives.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the organization of the internships is carried out in accordance with the normative framework in force and allows the achievement of the study objectives;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths	The students of the Master's degree program carry out their internships at top companies in the field.		
Recommendations			
Mandatory areas for improvement			

3.2.2. Internship Cooperation Agreements

Reference documents presented by the educational institution	1. Faculty Economic Studies Council, meeting minutes nr. 3, 27.11.2019 2. Framework-conventions: USM-JOLLY ALON HOTEL, 19.04.2017, USM-SRL ISIDA, 29.02.2018, USM-UNIC SEASON SRL, 15.02.2018 3. Contract regarding the organization of internships with the student LUȚA Maxim
Findings made during the external evaluation process	Partnership framework-conventions with the businesses have been concluded. Based on the framework-conventions, there are common requirements on how the internship shall be conducted. Faculty of Economic Sciences (FES) secures 100% of the

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	necessary places for the internship within the HTMM program. Nevertheless, in certain situations, the students identify an internship place with a view of finding there a job. Under such circumstances, an individual internship contract shall be concluded. The collaboration agreements for the realization of the internships fully correspond to the objectives of the study program.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the collaboration agreements for the realization of the internships fully correspond to the objectives of the study program;	**Weight (points)** **1**	**Scoring offered** **1**
Strengths	The Faculty of Economic Sciences secures 100% of the necessary places for the internship within the HTMM program**.**		
Recommendations			
Mandatory areas for improvement			

Criterion 3.3. Evaluation of academic outcomes

3.3.1. Organization of the process of academic outcomes evaluation

Reference documents presented by the educational institution	1. The Institutional Regulation on the evaluation of the academic performance, approved at TUM Senate, 15.04.2014. 2. Regulation on the organization of the second cycle, master's degree, approved by government decision nr. 464, 28.07.2015. 3. Institutional Regulation on the professional development at the MSU, approved at TUM Senate, meeting minutes nr. 3, 1.12.2015. 4. The MSU Code of Ethics and Academic Integrity, approved at TUM Senate, meeting minutes nr. 7, 06.11.2018. 5. The MSU Antiplagiarism Regulation, approved at TUM Senate, meeting minutes nr. 7, 31.03.2015. 6. The report on the activity of the Commission for the evaluation of master 's theses within FES TUM in the academic year 2019-2020. 7. The extract of meeting minutes nr.11/19-20, 29.06.2020, of the Departament of Economy, Marketing and Tourism (DEMkT). 8. The extract of meeting minutes nr.9, 30.06.2020, of the Faculty Economic Studies Council (CFES).		
Findings made during the external evaluation process	The evaluation of academic performance is based on the normative framework and is described in the curriculum. The teaching staff carries various types of evaluation: *initial, intermediate; final.* The integrity standards in the educational process have been followed, to prevent academic fraud. The integrity standards are included in the MSU Code of Ethics and Academic Integrity. A series of procedures were put in place to avoid academic frauds (cheating, person replacement etc.) during the assessment process. The MSU Antiplagiarism Regulation is used to avoid the fraud and plagiarism in the process of thesis writing and evaluation. Students have the right to challenge the results of master's theses evaluation. During the interview with the students and graduates of the Master's degree program it was noted that no applications have been submitted. The process of evaluating the academic results ensures the achievement of the study objectives at the course units. When the defense process ends, the chairpersons of Committees shall submit an annual report on the activity of the Master's Committee. The reports of the chairpersons are presented and discussed at the meetings of the DEMkT and CFES.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the process of evaluating the academic results is organized in accordance with the normative framework in force and ensures the achievement of the study objectives at the course units / modules;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths	The MSU has mechanisms used to avoid the fraud and plagiarism in the process of thesis drafting and evaluation**.**		
Recommendations			

Mandatory areas for improvement	

3.3.2. Organization of the internship evaluation process

Reference documents presented by the educational institution	1. The Regulation on the organization of internships, approved at TUM Senate, meeting minutes nr. 5, 26.01.2016.
	2. The Institutional Regulation on the evaluation of the academic efficiency, approved at TUM Senate, 15.04.2014.
	3. The Internship curriculum and the methodological guide on the organization and deployment of the internship/the internship logs, second cycle program.
	4. The Agenda of specialized internship for master's degree, Elena GODZUN, MMHT 181, 2019.
	5. The Report on the performing the specialized internship for master's degree, Elena GODZUN, MMHT 181, 2019.
	6. The Report on the activity of the Commission for specialized internship for master's degree MMHT, in academic year 2019 – 2020, group MHHT – 181.
	7. The extract of meeting minutes nr.6/19-20, 27.01.2020, of the Department of Economy, Marketing and Tourism (DEMkT).
Findings made during the external evaluation process	The evaluation process of the internships is carried out in accordance with normative framework: Regulation on the organization of internships; Institutional Regulation on the evaluation of the academic efficiency. The criteria for the evaluation of the specialized internship are drafted by the DEMkT teachers and embedded in the specialized internship curriculum/HTMM, being available on Moodle platform.
	During the interviews with the students, graduates and employers of the Master's degree program it was noted that the internship tutors from the company are directly involved in the evaluation of the quality of the trainee's activities. The process of internship evaluation involves a public presentation of reports before a committee made up of three teachers.
	In order to be accepted for presentation, master's students have to submit in time to the MSU coordinators both the report signed by the author and by the companies, and the internship log filled in and endorsed by the coordinator and head of department.
	To increase the fairness in evaluation, the internship log contains a system of indicators allowing for the evaluation of the trainee's skills by the company's tutor.
	The evaluation process of the internships ensures the achievement of the study objectives.

The degree of achievement of the evaluation standard and the score awarded	**1,0** - the evaluation process of the internships is carried out in accordance with the provisions of the normative framework in force and ensures the achievement of the study objectives	**Weight (points)**	**Scoring offered**
		1	**1**

Strengths	
Recommendations	Development of an incentive mechanism in order to increase the involvement of the representatives of the internship institutions in the didactic-methodical activity.
Mandatory areas for improvement	

Standard of accreditation 4. Student admission, progression, recognition and certification

Institutions should consistently apply pre-defined and published regulations covering all phases of the student "life cycle", e.g. student admission, progression, recognition and certification.

Criterion 4.1. Admission of students

4.1.1. Recruitment and admission of students

Reference documents presented by the educational institution	1. The Table 4.1. Admission of students.
	2. The Regulation on organization Master's degree studies, approved by Government of RM, decision nr. 464, 28.07.2015.
	3. The Order nr. 531 10.06.2020 of MECC online admission to higher education institutions,
	4. The Methodology of organization of admission at Master's degree studies, approved at

	TUM Senate, meeting minutes nr. 8, 26.06.2020. 5. The Regulation regarding the organization of the educational process at the MSU, approved at TUM Senate, meeting minutes nr. 3, 1.12.2015. 6. The extract of meeting minutes nr.1, 13.09.2019, of the Faculty Economic Studies Council. 7. The extract of meeting minutes nr.1, 17.09.2020, of the Faculty Economic Studies Council. 8. The site **http://admitere.usm.md/**
Findings made during the external evaluation process	The admission at the MSU, at HTMM program was done with the regular provisions developed at the national level and of the institutional documents. According to the admission plans in 2020-2021 have been admitted 16 students, in 2019-2020 – 36, in 2018-2019 – 20, in 2017-2018 – 35, in 2016-2017 – 29. The results of the admission are confirmed by enrolment orders and the applicants are notified via http://admitere.usm.md/. The meeting of the CFES analyses and approves the outcomes of admission that are presented by the Admission Committee. Students' recruitment and admission processes are annually enhanced. MSU implements the information system for the online registration of applicants – e-admission (e-ADMITEREA), which was successfully used during the 2020 pandemic. There was a schedule that would regulate the stepwise access into the institution based on the university admission methodology and the sanitary requirements were met, including the daily anti-covid19 protection measures. MSU ensures the recruitment and admission of students to the study program in accordance with the normative framework in force.

The degree of achievement of the evaluation standard and the score awarded	**1,0** - the recruitment and admission of students to the study program is carried out in accordance with the normative framework in force; **Mandatory minimum evaluation standard:** The educational institution ensures the recruitment and admission of students to the study program in accordance with the normative framework in force.	**Weight (points)** 2	**Scoring offered** 2
Strengths	The MSU implements the information system for the online registration of applicants – e-admission.		
Recommendations			
Mandatory areas for improvement			

4.1.2. Access to education of disadvantaged groups

Reference documents presented by the educational institution	1. Admission at MSU **http://admitere.usm.md/** 2. The extract of meeting minutes nr.1, 09.09.2019 of the Faculty Economic Studies Bureau.		
Findings made during the external evaluation process	MSU provides support to disadvantaged groups by reducing the tuition fee upon request or offering social grants. The list of applicants is drafted by the dean of the FES, depending on the degree of severity of social problems that students face with. The list for the award of social grants is approved by the order of the rector of the MSU. Between 2015 and 2020, one student from the HTMM requested and benefited from social grants. Between 2015 and 2020 there were no persons with disabilities who would need special conditions to study the program. The recruitment and admission of students from disadvantaged groups is carried out in accordance with the normative framework in force.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the recruitment and admission of students from disadvantaged groups is carried out in accordance with the normative framework in force;	**Weight (points)** 1	**Scoring offered** 1
Strengths			
Recommendations			

Mandatory areas for improvement	

Criterion 4.2. Students' progress

4.2.1. Students' promotion

Reference documents presented by the educational institution	1. The Table 4.2. Students' promotion. 2. The Institutional Regulation on the evaluation of the academic efficiency, approved at TUM Senate, 15.04.2014. 3. The Regulation for the organization of the studies based on the National System of Study Credits, approved at TUM Senate, meeting minutes nr. 7, 25.02.2014. 4. The Regulation on the professional training at the MSU, approved at TUM Senate, meeting minutes nr. 3, 1.12.2015. 5. The Methodology for online organization and fulfillment of the final evaluation, approved at TUM Senate, meeting minutes nr. 5, 07.05.2020. 6. The Order nr. 49 m of the MSU Rector, 12.05.2020.		
Findings made during the external evaluation process	The mechanism of students' promotion in the HTMM program corresponds to the national and institutional documents. Students, who accumulate the necessary number of credits are promoted into the next year, those who have an annual deficit of maximum 20 credits, are enrolled into the next year. Students who achieved the whole study program are allowed to defend the master's thesis. One month before the beginning of theses defense, the master's students who have reached the objectives of the study plan are promoted to the defense of theses through an order of the MSU Rector. In the assessment period, the pass rate represented, on an average, 80.8%. Between 2015 and 2020 the dropout rate represented, on an average, 15.28 %. In the period of assessment, the graduation rate of the HTMM program constitutes, on average, 75.54%. Measures to reduce dropout at Master's degree program have been taken. MSU has more 2 promotions of graduates to the study program during the validity of the accreditation.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the promotion of students from the study program is carried out in accordance with the normative framework in force; **Mandatory minimum evaluation standard:** The educational institution has at least 2 promotions of graduates to the study program during the validity of the accreditation.	**Weight (points)** **2**	**Scoring offered** **2**
Strengths			
Recommendations			
Mandatory areas for improvement			

4.2.2. Academic Mobility

Reference documents presented by the educational institution	1. The Table 4.2. Students' academic mobility. 2. The MSU Regulation on academic mobility, approved at TUM Senate, meeting minutes nr. 2, 28.10.2014.
Findings made during the external evaluation process	The MSU Regulation on academic mobility lays down the manner of students' participation in national and international academic mobility programs. The FES proposes academic mobilities for students in the following mobility programs: ERASMUS+ program; EMERGE project; Erasmus Mundus Action BMU program; Erasmus Mundus Ianus and MID Project. The following students of the HTMM program participated in mobility during one semester: Cazacu Ana-Cristina, Cojocaru Nicolae, Seriojecichin Ecaterina, Paladi Daria – University of Girona, Spain. Between 7 and 21 July 2019, Godzun Elena participated in the JASSY 2019 summer school. In the second semester of the study year 2020-2021 Gusev Stepan shall attend the mobility training at the Uppsala University in Sweden. Department for International Relations concluded 104 cooperation agreements with higher

	education institutions from 29 countries. The academic mobility of students from the study program is carried out in accordance with the normative framework in force and includes periods of studies, trainings and summer schools in an educational institution abroad.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the academic mobility of students from the study program is carried out in accordance with the normative framework in force and includes periods of studies / internships of students in an educational institution in the country / abroad;	**Weight (points)** **1**	**Scoring offered** **1**
Strengths	The students at the Master's degree program have been participated in 5 mobility programs, a good score, considering the number of students in the HTMM program.		
Recommendations			
Mandatory areas for improvement			

Criterion 4.3 Recognition and acquisition of certificates

4.3.1. Award of the degree and issuance of the diploma

Reference documents presented by the educational institution	1. The Framework Plan approved by MECC, order nr. 120, 10.02.2020. 2. The Regulation on the professional development at the MSU, approved at TUM Senate, meeting minutes nr.3, 1.12.2015. 3. The Master's degree diplomas and the diploma supplements.
Findings made during the external evaluation process	Degrees are awarded and diplomas are issued according to the Framework Plan*;* MSU Regulation on professional development. The degree and the master's degree diploma are issued to the graduate who has fully accomplished the study program and successfully defended the master's thesis, according to the degree award order issued based on the decision of the Master's Committee. Students of the second cycle who achieve the objectives of the program and successfully defend the thesis are awarded the master's degree in the general field of study – *101 Public Services,* professional development domain – *1013 Hotel, tourism and recreational services,* study program – *HTMM,* professionalization master, degree – Master of Public Services. They are issued the master's degree diploma and the diploma supplement in Romanian and English. The conferment of the title and the issuance of the diploma, the diploma supplement and the academic certificates is made in accordance with the normative framework in force.

The degree of achievement of the evaluation standard and the score awarded	**1,0** - the conferment of the title and the issuance of the diploma, the diploma supplement and the academic certificates is made in accordance with the normative framework in force;	**Weight (points)** **1**	**Scoring offered** **1**
Strengths			
Recommendations			
Mandatory areas for improvement			

Standard of accreditation 5. Teaching staff

Institutions should have appropriate funding for learning and teaching activities and ensure that adequate and readily accessible learning resources and student support are provided.

Criterion 5.1. Recruitment and management of the teaching staff

5.1.1. Planning, recruitment and management of the teaching staff

Reference documents presented by the educational institution	1. The Table 5.1. Planning, recruitment and administration of academic staff for the academic year 2020-2021. 2. The Table 5.3. Information with reference to the teachers who ensure the accomplishment of the didactic activities for the year of studies 2020-2021. 3. The MSU Charter (2015).

	4. The MSU Strategic Plan for the years 2016-2020. 5. The continuing development of the teaching staff for the years 2018-2020. 6. The Institutional Regulation on the standardization of the scientific-didactic activity at the MSU. 7. The Methodology for the evaluation of the teaching and research staff. 8. The Regulation on the organization and running of the contest for the filling in of scientific and teaching positions at the MSU. 9. The FES Strategic Plan for the years 2016-2020. 10. The Strategic Plan for the Development of the DEMkT for the years 2018-2022. 11. The FES, FES QAC and DEMkT Activity Plans. 12. The Strategic Plan for the promotion of study programs of the DEMkT, 2019-2022. 13. The MSU Strategy on staff policy. 14. The FES Staff Strategy for the years 2020-2025. 15. The DEMkT Staff Strategy for the years 2020-2025. 16. The Orders of employment of the academic staff for the study program (samples). 17. The Dossier of the employee. 18. The Individual employment contract. 19. The Job description sheet.
Findings made during the external evaluation process	The process of planning, recruitment and management of the academic staff at the MSU is carried out in accordance with the normative framework in force listed above this table (see Reference documents presented by the educational institution). The qualification requirements for filling in didactic and scientific-didactic positions (according to the MSU institutional regulations) for the didactic and scientific-didactic positions are contest and contract-based. The Regulation conferring scientific-didactic titles in higher education (GD no. 325 of 18.07.2019) is respected. In order to obtain the scientific and teaching titles, the candidates have to submit their dossiers to the DEMkT, which issues a request to the CFES for the establishment of an Evaluation Committee. After the MSU Senate issues the excerpt confirming the Evaluation Committee, the CFES sends the dossier to the Evaluation Committee. During the meeting of the DEMkT, the chairperson of the Evaluation Committee communicates the results that were reached at the Committee's meeting. Subsequently, a motion is sent to the Senate which recommends the dossier to the ANACEC. Thus, the procedure of evaluation of the degree of compliance with the minimum standards for the conferment of scientific-didactic titles and the structure of the dossier are laid down in the Institutional Regulation. The recruitment and employment of the new staff, including from the real sector, whose professional performances have been recognized is done based on certain criteria and preconditions of the quality of the professional activity (academic and professional performance, research, publications, etc.). The employment of the academic staff complies with the procedure of drafting the necessary employment documentation (such as: job application, copies of the ID, diplomas, certificates of participation in training and continuing education courses, employment order, the dossier of the employee, individual employment contract updated in line with the normative provisions and the job description containing the duties of the employee). In the academic year 2020-2021 the HTMM program taught in Romanian and Russian have generated 14 and 13 didactic units. The structure of the teaching staff involved in the delivery of the HTMM program in both languages assures the sustainability of the program in terms of employment, and age category. As we can see in the mandatory Table 5.1. and Table 5.3. from the self-evaluation report, the academic staff under the HTMM program has the following structure: full time – 85.71% (for the Romanian language) and 84.62% (for the Russian language); part time – 14.29% (for the Romanian language) and 15.38% (for the Russian language); teaching staff younger than 35 years old – two and two, aged between 35-63 years old - 11 persons (for the Romanian language) and 10 persons (for the Russian language) and over 63 years old – one and one.

The degree of achievement of the evaluation standard and the score awarded	**1,0** - the planning, recruitment and administration of the academic staff from the study program is carried out in accordance with the normative framework in force;	**Weight (points)**	**Scoring offered**
		2	**2**
	1,0 - over 70% of the number of teachers who ensure the realization of the study program represent tenured staff and by internal cumulation; **Mandatory minimum evaluation standard:** The rate of tenured teachers and through the internal cumulation that ensures the realization of the study program is at least 50%.	**2**	**2**
Strengths			
Recommendations	Assuring of master study program with teaching staff that can teach in all three languages the courses		
Mandatory areas for improvement			

5.1.2. Professional qualification of the teaching staff

Reference documents presented by the educational institution	1. The Table 5.2. Professional qualification of the academic staff for the academic year 2020-2021. 2. The Dossier of the employee. 3. The Job description sheet.		
Findings made during the external evaluation process	As we can see in the mandatory Table 5.2 from the self-evaluation report, the qualification of the academic staff complies with the content of the HTMM study program in proportion of over 90% for both forms of training – in Romanian and in Russian. The employed staff, which ensures the teaching of theoretical courses, holds scientific-didactic degrees in proportion of 100% for both forms of training. Some teachers do not have completed (bachelor's, master's or doctor's) degrees in the domain of Tourism and Hotel Services (THS), so not all teaching staff is not professionally qualified in the tourism field.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** over 90% of the number of teachers have professional qualification according to the study program; **Mandatory minimum evaluation standard:** The rate of professionally qualified teachers according to the study program is at least 80%.	**Weight (points)** **2**	**Scoring offered** **2**
	1,0 - over 90% of the number of teachers who ensure the teaching of theoretical courses from the study program hold scientific/ scientific-didactic / honorary titles; **Mandatory minimum evaluation standard:** At least 80% of the teachers, who ensure the teaching of the theoretical courses, hold scientific and scientific-didactic / honorary titles.	**2**	**2**
Strengths	100% of the teachers who ensure the teaching of theoretical courses from the study program hold scientific/ scientific-didactic / honorary titles.		
Recommendations	Recruitment of the teaching staff having master's or doctor's degrees in the field of Tourism and Hotel Services (THS). We strongly recommend that the teaching staff have practical training activities in the tourism field. Involvement of specialists from labour market in the teaching process from the tourism domain.		
Mandatory areas for improvement	It is important, for the next accreditation, that the DEMkT Department consists of professionally qualified teachers in tourism field or that the DEMkT Department hires teachers who completed studies in the domain of Tourism and Hotel Services (THS).		

Criterion 5.2. Development of the teaching staff

5.2.1. Strategies/policies/measures for the development of the teaching staff

Reference documents presented by the educational institution	1. The Confirmation of the Psycho-pedagogical Module and staff training / participation. 2. The list of staff participation in projects. 3. The list of Mobility's of the teaching staff. 4. The Staff participation in national and international conferences. 5. The Staff professional development through trainings, courses, mobilities by bearing their costs. 6. The Performance of the teaching staff by offering a contest-based merit grading. 7.The Provision of a monthly supplement to the basic salary, in particular, an increasing coefficient for university assistants. 8. The Salary weightings for the individual professional performance.		
Findings made during the external evaluation process	The development of the academic staff in view of increasing the quality of the educational process is carried out according to the Strategy of staff policy of the MSU and of the aforementioned strategic development programs at the level of university, faculty and the DEMkT. During the interview with the coordinators of the Master's degree program and the interview with teaching staff it was ascertained that the continuing education of the academic staff of the HTMM program is carried out with institutional support provided through: - free methodological seminars and training for the teaching staff, free training for young employees (psycho-pedagogical module); free training on how to use Moodle; participation in various training and specialization programs; organization of the English language courses; - participation of the teaching staff in various projects (MHELM International Project – 609656-EPP-1-2019-1-MD-EPPKA2-CBHE-SP Moldova Higher Education Leadership and Management and Project 20.80009.7007.15 – Strengthening Sustainable Public Procurement in the Republic of Moldova, funded by the state budget within the State Programme (2020-2023) no. 81-PS of 03.01.2020); - mobilities of the teaching staff, at different European Universities (University of Transylvania, Brasov, Romania; University of Girona, Spain; Warsaw School of Economics, Warsaw, Poland; University of Technology, Bialystok, Poland; University UNINETUNO, Rome, Italy; Pärnu College, University of Tartu, Pärnu, Estonia); - participation of teachers in national and international conferences. Additionally, the academic staff sets its own professional development itinerary through trainings, courses, mobilities by bearing their costs. The MSU offers support for: the performance of the teaching staff by offering a contest-based merit grading; provision of a monthly supplement to the basic salary; costs covered for the publication of teachers' methodological and didactic materials according to an editorial plan approved once in two years. In 2019 the university launched the contest for the establishment of salary weightings for the individual professional performance (Teacher Buzdugan Adriana won the performance weighting).		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution has strategies / policies for the development of academic staff and fully implements them;	Weight (points) 2	Scoring offered 2
Strengths	Since 2019 the university has implemented the contest for the establishment of salary weightings for the individual professional performance.		
Recommendations			
Mandatory areas for improvement			

5.2.2. Planning and fulfillment of the methodological activity of the teaching staff

Reference documents	1. The Annual Activity Plan of the DEMkT. 2. The Regulation on the standardization of the scientific-didactic activity at the MSU.

presented by the educational institution	3. The Publishing Plans of the curricular materials. 4. The Recommendations of the DEMkT, QAC of FES and CFES for the approvals of the curricula. 5. The Curriculum materials development. 6. The Report on the achievement of the Publishing Plan of the FES regarding the publication of teaching and methodological materials.		
Findings made during the external evaluation process	The methodological activity is a mandatory component of the scientific-didactic load of the HTMM program staff and is annually planned and implemented in line with the Institutional Regulation on the standardization of the scientific-didactic activity at the MSU by means of: - curriculum development, approved by DEMkT, QAC of FES and CFES at the beginning of each university year. The DEMkT and QAC make an analysis of how the curricula were updated and if there's a correlation with the content of evaluation tests and the IW that was done, as well as the way the evaluations were performed; - curriculum materials development, reflected in publishing plans of the curricular materials, by complying with the methodological recommendations for the development of the teaching materials laid down in the Regulation on the organisation and operation of the MSU QC and MoMs of the QAC, which describe the author's dossier and submits the Report on the achievement of the publishing plan of the FES regarding the publication of teaching and methodological materials; - didactic design of activities, including the individual activities, which is done at the level of the DEMkT through the annual Activity Plan, and the methodological activity, measured in conventional hours, is included in the Individual Plans of the teaching staff drafted for the whole study year, approved at the meeting of the DEMkT; - development of methodological recommendations for students (such as: tests to evaluate the academic outcomes; study plans; scientific-didactic articles; compilations of exercises, tasks for the IW, etc.). MSU supports the methodological activity of the academic staff through: - free publication of teaching and methodological materials at the expense of MSU; - additional support when standardising the teaching activity with a 1.5-coefficient for the courses delivered in a foreign language; - monthly provision of the supplement to the basic salary, in particular, with an increasing coefficient for university assistants; - free continuing training on how to use interactive methods in the teaching process. The analysis regarding the implementation by the academic staff of the plan for the publication of curricular materials is reflected in the QAC Reports, and is discussed at the meetings of the QAC and CFES.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution plans, monitors and fully supports the methodical activity of the academic staff;	**Weight (points)** **1**	**Scoring offered** **1**
	1,0 - the academic staff fully performs the planned methodical activity;	**1**	**1**
Strengths	The university offers an additional support when standardizing the teaching activity with a 1.5-coefficient for the courses delivered in a foreign language.		
Recommendations			
Mandatory areas for improvement			

5.2.3. Evaluation of the teaching staff

Reference documents presented by the educational institution	1. The Annual Report of the QAC (Quality Assurance Committee) 2. The Regulation for the organization and deployment of the contest for filling in the scientific-didactic positions at the MSU. 3. The Institutional procedures regarding the teaching staff assessment. 4. The Surveys among teachers and students. 5. The Assessment by the QAC (Quality Assurance Committee). 6. The Annual research of the level of professional quality of the teaching staff through self-assessment and assessment surveys

	7. The Evaluation sheet of the academic staff.		
Findings made during the external evaluation process	During the interview with the coordinators of the Master's degree program and the interview with teaching staff it was noted that the QAC (Quality Assurance Committee) coordinates the assessment of the teaching staff and the evaluation of teachers and university offer by the students; analyses the methodological-teaching activity of the staff employed by the FES and of their works. The teaching staff is assessed by applying various methods: - periodically, during the contests for filling in the vacant positions, according to the Regulation for the organisation and deployment of the contest for filling in the scientific-didactic positions at the MSU); - through surveys disseminated among teachers and students; - through regular assessment by the QAC of: Intermediate and final evaluation tests; Curriculum of disciplines and the quality of disciplines which are taught based on surveys; Review of didactic-methodological works developed by the academic staff; - qualitative-quantitative assessment of the courses uploaded to the educational platform Moodle; - annual research of the level of professional quality of the teaching staff through self-assessment and assessment surveys by the head of the DEMkT; - evaluation sheet of the academic staff: peer assessment by attending/visiting the lectures/classes of colleagues. The peer assessment is analyzed during the meetings of the DEMkT, QAC, FES, CFES. The results of the teaching staff assessment are transposed into: - activities aimed to upgrade the curriculum and enhance the contents of the disciplines that are taught. The institutional quality management and the faculty quality management upgrade the procedures and means to assess the teaching staff and to diversify the tools to evaluate all beneficiaries, including the master's degree students.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the academic staff from the study program is periodically evaluated by the managers of the educational institution and effective measures are taken to continuously improve its performance;	**Weight (points)**	**Scoring offered**
	Mandatory minimum evaluation standard: The educational institution applies a system of periodic evaluation of the academic staff to the study program.	**2**	**2**
Strengths			
Recommendations			
Mandatory areas for improvement			

Criterion 5.3. The scientific research and innovation activity of the teaching staff

5.3.1. Planning and support of the scientific research and innovation activity of the teaching staff

Reference documents presented by the educational institution	1. The Regulation on organizing and functioning of the MSU Institute for Research and Innovation. 2. The Regulation on the standardization of the scientific-didactic activity at the MSU. 3. The Individual plans of the teaching staff. 4. The Scientific Report of the DEMkT. 5. The Regulation on the incentivization of performance in research.
Findings made during the external evaluation process	The scientific research activity and innovation at the MSU is planned in accordance with the MSU Strategy for research and innovation for the years 2015-2020, including the reference to the HTMM program, and other regulations and documents, like: Regulation on the standardization of the scientific-didactic activity, and the Individual plans of the teaching staff. The DEMkT has the following research subtopics: 1. Problems of economic theory and practice and policies to promote the local products on foreign markets; 2. The national heritage, hospitality and sustainable development of tourism. The research areas of the DEMkT are planned in the Scientific Report of the DEMkT. MSU encourages and supports the scientific research activity, in line with the Regulation on the incentivization of performance in research, through different incentives and

	stimulation like: - financial stimulation of the academic staff, depending on individual performance indicators provided in the scientific activity self-evaluation sheet; - awards for performance in research; - support for the activity of PhD supervisors; - support to research through subscriptions providing access to international scientific databases. The teachers of the HTMM program use their own scientific research results to enhance the curricular materials.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution effectively plans and supports the activity of scientific research, innovation and technological transfer (of the academic staff) that covers the needs of the study program;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths			
Recommendations			
Mandatory areas for improvement			

5.3.2. Performance and monitoring of the scientific research and innovation activity by the teaching staff

Reference documents presented by the educational institution	1. The Table 5.4. Methodical activity, scientific research, innovation and technology transfer. 2. The Report on the scientific-innovation activity. 3. The Individual activity plans of the teachers. 4. The List of scientific publications of the academic staff regarding the study program. 5. The List of national and international projects within the HTMM program. 6. The Certificates, diplomas etc., concerning the participation of the academic staff in national and international scientific events. 7. The List of scientific events within the DEMkT.		
Findings made during the external evaluation process	According to the mandatory Table 5.4. from the self-evaluation report, the performance of the scientific research and innovation activity is monitored annually: - at the institutional level, by the Institute for Research and Innovation; - at the level of FES, by the Report on the scientific-innovation activity; - at the level of DEMkT, by the Report on the scientific activity; - at the individual level, by the individual activity plans of the teachers. During the reference period, the academic staff published: a one-author monograph, 4 collective monographs, 10 course materials, 25 guides, 71 scientific articles that appeared in journals, out of which, 43 were published in the materials of scientific national and international conferences and 2 articles in international ISI and SCOPUS indexed journals. The teaching staff is involved in different national and international projects and participated in different national and international scientific events and organized various scientific events. The results of the projects permitted an exchange of academic and scientific experience between researchers and teachers from different countries (Estonia, Bulgaria, Romania, Spain, Italy, and France).		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the academic staff performs scientific research, innovation and technology transfer activities that cover the needs of the study program;	**Weight (points)** **3**	**Scoring offered** **3**
	1,0 - the institution monitors the realization of the scientific research, innovation and technological transfer activity of the academic staff involved in the study program;	**1**	**1**
Strengths	The teaching staff is involved in different national and international projects and participated in different national and international scientific events.		
Recommendations			
Mandatory areas for improvement			

5.3.3. Use of scientific research and innovation results of the teaching staff for the study program

Reference documents presented by the educational institution	1. The Curricula of the HTMM program 2. The List of scientific publications of the academic staff regarding the study program. 3. The List of national and international projects within the HTMM program. 4. The Certificates, diplomas etc., concerning the participation of the academic staff in national and international scientific events. 5. The List of scientific events within the DEMkT.		
Findings made during the external evaluation process	During the interview with the coordinators of the Master's degree program and the interview with teaching staff it was outlined that the teaching staff applies their scientific research and innovation by: - including the results of their research in the upgraded version of the curriculum*;* - including the scientific and methodological publications in the bibliography of the disciplines in the program; - organizing the FES Scientific Seminar; - participating in the launch of joint projects, round tables and conferences with the National Agency for Employment. The activity of scientific research is capitalized through the development of courses, course materials, guides and updated topics for master's theses.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the results of the scientific research, innovation and technological transfer activity of the academic staff are capitalized within the study program;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths			
Recommendations			
Mandatory areas for improvement			

Standard of accreditation 6. Learning resources and student support

Institutions should have appropriate funding for learning and teaching activities and ensure that adequate and readily accessible learning resources and student support are provided.

Criterion 6.1. Administrative and auxiliary staff

6.1.1. Planning and coordination of the activity of the administrative and auxiliary

Reference documents presented by the educational institution	1. The Strategy of staff policy at the MSU. 2. The Regulation on the election of the MSU rector. 3. The Regulation on the election of the administrative bodies and employment in administrative positions at the Faculties of the MSU. 4. The Ordinance no. 266 of 30.12.2014 on the calculation of the number of units of administrative and auxiliary personnel. 5. The Personnel Strategy at the level of the MSU, FES, and DEMkT. 6. The Law no. 270 of 23.11.2018 on the unitary salary system in the budgetary sector. 7. The employment dossiers of the administrative and auxiliary staff employed in the study program. 8. The Orders regarding the employment of administrative and auxiliary staff employed in the study program. 9. The individual employment contracts of the administrative and auxiliary staff employed in the study program. 10. The Job description for administrative and auxiliary staff employed in the study program.
Findings made during the external evaluation process	During the interview with the representatives of the management team of the institution it was noted that the planning, recruitment and coordination of the administrative and auxiliary staff at the study program is carried out in accordance with the normative framework in force and with regulations stated above. During the visit to the university, it was ascertained that the employment dossier of the administrative and auxiliary staff employed in the study program consists of the job application, individual employment contract, job description, CV, personal file, copies of the ID, diplomas, training certificates and other relevant documents.

	The individual employment contracts are updated according to the normative documents. The duties of the administrative and auxiliary staff of the HTMM program are stipulated in the job description. The HTMM program is coordinated at the level of the FES by 1 dean and 1 vice dean, by the head of the DEMkT, by a program coordinator, by 3 assistants (dean's assistant, dean's office assistant, the DEMkT assistant).		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the planning, recruitment and coordination of the administrative and auxiliary staff at the study program is carried out in accordance with the normative framework in force;	**Weight (points)** **1**	**Scoring offered** **1**
Strengths			
Recommendations			
Mandatory areas for improvement			

Criterion 6.2. Learning material resources

6.2.1. Availability and use of educational and research spaces

Reference documents presented by the educational institution	1. Visit of the spaces for education and research. 2. The Report in the area of state supervision of implementation of anti-fire measures no. 10/4 of 16.06.20. 3. The Notice on fire prevention and control no. 017 of 27.06.17. 4. The Authorization no. 3894, issued on 24 October 2017.		
Findings made during the external evaluation process	MSU has adopted the inspection Report in the area of state supervision of implementation of anti-fire measures no. 10/4 of 16.06.20, the Notice on fire prevention and control no. 017 of 27.06.17 and the Health Authorization no. 3894, issued on 24 October 2017 for its operation. The teaching activities under the HTMM program take place in 8 classrooms. The spaces for education and research comply to the requirements of the HTMM program, being equipped with fixed and mobile projectors, interactive boards, mini printing facilities, Wi-Fi, computers. The access into the MSU is under video surveillance 24/7 and there are temperature scanners at the entrance to prevent the spread of Covid19. The average surface used for the lectures and seminars is as follows: for the 1st year – 3.8 m^2, (room 2/A – 64.3 m^2, room 311/C – 50.9 m^2, 231/B.3 – 50.6 m^2. There are 16 students who study there); for the 2nd year – 3.85 m^2 (room 2/A – 64.3 m^2, 312/C – 48.3 m^2, 327/C – 66.1 m^2, 332/C – 65.8 m^2. MSU provides adequate areas for a student in the study program.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution fully ensures adequate spaces for carrying out the study and research process at the study program; **Mandatory minimum evaluation standard:** The institution provides adequate spaces for the study and research process of the study program (for example: classrooms / seminar / computers, laboratories, libraries, reading rooms, gyms, etc.).	**Weight (points)** **1**	**Scoring offered** **1**
	1,0 - the institution provides areas for a student, as follows: classrooms - not less than 2.0 m2; seminar rooms - not less than 2.0 m2; laboratories - not less than 3.0 m2. **Mandatory minimum evaluation standard:** The educational institution provides minimum areas for a student in the study program, as follows: classrooms - 1.0 m2; seminar rooms - 1.4 m2; laboratories - 2.0 m2.	**1**	**1**
Strengths			
Recommendations			
Mandatory areas for improvement			

6.2.2. Equipment and accessibility of the spaces for education and research

Reference documents presented by the educational institution	1. Visit of the spaces for education and research. 2. The Fiscal bills. 3. The interview with the management team, responsibles of the study programs
Findings made during the external evaluation process	The spaces for education have modern equipment, a library and other facilities (Internet connection, copying machines, an interactive board etc.) and allow having an educational process of good quality. Students' conferences, presentations of internship reports, public lectures, the activity of the FES Scientific Seminar, methodological workshops for the teaching staff, coordination of the individual work, organization of meetings with master's students take place in the conference room 327/C (equipped with a fixed projector, an interactive board, a mini printing facility and Wi-Fi). The Centre of Excellence in room 323/C is equipped with 11 computers, an interactive board and Wi-Fi. The reading rooms are used to carry out the research activity or individual work. The teaching staff of the DEMkT have access to methodological rooms: 327A/C (equipped with 2 computers, 2 printers, including 1 scanner/copying machine), 334/C (equipped with 3 computers, 2 printers), 338/C (equipped with 1 computer), 329/C (equipped with 1 computer, including 1 scanner/copying machine). The equipment contributes to the development of competences specific for this study programme and offers the opportunity to diversify the working forms: whole class, work in groups, individual work, and is relevant and sufficient for the training of master's students having special education needs.

The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution is endowed with educational and research spaces that fully ensure the achievement of the objectives of the study program;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths			
Recommendations			
Mandatory areas for improvement			

6.2.3. Endowment, development and accessibility of the library resources for the study programme

Reference documents presented by the educational institution	1. SpringerLink databases (http://link.springer.com/). 2. Electronic catalogue of the Moldovan universities (http://primo.libuniv.md/).
Findings made during the external evaluation process	The MSU Central Library - supplies the beneficiaries of the university community with information and documentation, provides stocks of books and specialized literature relevant for the achievement of the HTMM program amounting to almost 187 titles, provides 523 places in the reading rooms, and a 3280 m² functional space. Users have access to 50 computers connected to the Internet; - delivers the following services: consultation of catalogues; bibliographic and documentary information; borrowings in the reading rooms; home borrowing; inter-library borrowing; cultural and scientific activities; access to the Internet; access to a shared electronic catalogue of the Moldovan universities and SpringerLink databases. The HTMM program is 100% covered with teaching materials, including the ones that have been developed by the academic staff of the program. Almost 60 of titles are part of the books stock (procured within the TEMPUS+, LMPH projects). The library fund is properly equipped, developed periodically and accessible to students and academic staff

The degree of achievement of the evaluation standard and the score	**1,0** - the library fund is properly equipped, developed periodically and accessible to students and academic staff;	**Weight (points)** **2**	**Scoring offered** **2**

awarded			
Strengths	The students at the Master's degree program have access to a shared electronic catalogue of the Moldovan universities and SpringerLink databases.		
Recommendations			
Mandatory areas for improvement			

6.2.4. Provision and access of students to the curriculum materials

Reference documents presented by the educational institution	1. Table 6.1. Curricular support from the study program. 2. Study plan of the master's program. 3. Interview with teaching staff 4. Interview with students and graduates 5. Interview with coordinators of program		
Findings made during the external evaluation process	During the interview with the students and graduates of the Master's degree program they mentioned that they have direct access to the curricular support from the study program, which is accessible online. Also, during the interview the stakeholders of the Master's degree program mentioned that they can access methodological-teaching and scientific works published by the teaching staff, which is available in the MSU library repository. As we can see in the mandatory Table 6.1 from the self-evaluation report, the disciplines included in the study program are covered by the curricula published on Moodle and continuously updated. The content complies with the competences planned in the study plan, is discussed at the beginning of each academic year by the CDEMkT, QAC and is approved by the DEMkT and endorsed by the CFES. In the reference period, 12 methodological-teaching materials were published for the implementation of the program in line with the editorial plans and with the full financial support from the MSU, as seen in Table 6.1. All methodological-teaching and scientific works published with the support of the MSU are available in the MSU library repository. Throughout their studies, master's students have unlimited access to the curriculum materials on the Moodle platform.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - over 90% of the curricular support from the study program is accessible and adequate to the training of competencies and the achievement of the study aims; **Mandatory minimum evaluation standard:** The study program is provided with at least 50% accessible and adequate curricular support for the training of competencies and the achievement of the study objectives.	**Weight (points)** **3**	**Scoring offered** **3**
Strengths			
Recommendations			
Mandatory areas for improvement			

Criterion 6.3. Financial Resources

6.3.1. Financial means earmarked to the educational and research process under the study program

Reference documents presented by the educational institution	1. The Governmental Decision no. 983 of 22.12.2012. 2. The Governmental Decision no. 872 of 21.12.2015.
Findings made during the external evaluation process	MSU as a public institution has been working under the conditions of financial non-profit autonomy since 2013, under the provisions of the Governmental Decision of Republic Moldova. The funding sources of the MSU come from budgetary earmarking and its own revenues obtained from services delivery. The revenues that are obtained from delivery of services are fully used in the MSU without

	contributions to the state budget and without influencing the allocations from the state budget. Additionally, there are other types of contract-based educational services foreseen in the Governmental Decision of Republic Moldova. The financial means intended for the teaching and research process are allocated in accordance with the normative framework in force and are sufficient for the realization of the program.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the financial means intended for the teaching and research process are allocated in accordance with the normative framework in force and are sufficient for the realization of the program;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths			
Recommendations	Involvement of teachers from the HTMM program in attracting financial resources within state and international research projects.		
Mandatory areas for improvement			

6.3.2. Tuition fees and scholarships for the study program

Reference documents presented by the educational institution	1. The Governmental Decision no. 983 of 22.12.2012. 2. The Governmental Decision no. 872 of 21.12.2015. 3. The interview with management team		
Findings made during the external evaluation process	The tuition fees are established annually for each program, depending on the average expenditure used in the training of one specialist, considering the demand and offers of the educational services in the Republic of Moldova and are approved by the MSU Senate and Councils for Institutional Strategic Development (CISD). The conditions of providing the scholarships are approved by the Senate and Institutional Development Strategic Council of MSU. Students benefit from other social allowances: exemption from paying the tuition fee; exemption from paying the tuition fee in case of students who are top-level athletes; reduction of the tuition fee for the procurement of urban transportation passes; reduction for the procurement of travel packages; reduction for the procurement of cards at the MSU Sports Centre. The procedures for establishing tuition fees, scholarship allocations and other forms of material support are applied in accordance with the regulatory framework in force.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the procedures for establishing tuition fees, scholarship allocations and other forms of material support are applied in accordance with the regulatory framework in force;	**Weight (points)** **1**	**Scoring offered** **1**
Strengths			
Recommendations			
Mandatory areas for improvement			

Criterion 6.4. Social support to students

6.4.1 Students' accommodation

Reference documents presented by the educational institution	1. The Institutional Regulation regarding the functioning of the dormitories subordinated to the state educational institutions (no. 014 art. 89 approved on April 19, 2011). 2. The Distribution of dormitories between faculties including reservations (Order no.127/1 from 24.08.2020). 3. The Document regarding the number of student's applications for dormitories (2020-2021). 4. The List of students and master's student accommodated in dormitories (2020-2021).
Findings made during the external evaluation process	During the external evaluation process was mentioned that the administration of the Faculty created an accommodation committee made up of the dean/vice-dean, the representatives of students of the faculty in the trade unions of the MSU and in the Faculty Council.

	There are some criteria that have an important role in the distribution of places in dormitories: student's performance, involvement in extra-curricular activities, and distance between their household, students who belong to vulnerable groups. The university allocated a number of 185 places in dormitories for the period of 2020-2021. For master's students are available two dormitories. All the applications have been fully approved with a dormitory. 10 places were reserved for students with special needs. There are no students with special needs at the HTMM program. All the dormitories are in accordance with the norms in force. The surface that belongs to each student is close to 12m².		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - over 50% of the student-applicants from the study program are provided with a dormitory in accordance with the norms in force;	**Weight (points)** **1**	**Scoring offered** **1**
Strengths	The presence of a committee involved in the distribution of places in dormitories. The distribution of dormitories is a transparent process based on student's characteristics. The number of requests for dormitories was 100% met by the university. Students with special needs are completely insured with a place in the dormitory		
Recommendations			
Mandatory areas for improvement			

Standard of accreditation 7. Information management

Institutions should ensure that they collect, analyze and use relevant information for the effective management of their programs and other activities.

Criterion 7.1. Access to information

7.1.1. Information management and access of students and staff to the information the study program

Reference documents presented by the educational institution	1. The Regulation regarding the management of information in academic period approved on January 26, 2016. 2. The Regulation of the professional training process approved by the university's senate on December 01, 2015.		
Findings made during the external evaluation process	The management confirmed that the institution has a certain system for collecting and conserving all the information. The general information about students is kept in different ways at two levels: *at the faculty level* there are personal files, group registers, grade record books, registers of incoming/outgoing orders; *at the university level* there is created a databank and an online platform (moodle). The information from the graduated students is usually collected through email, social media, and phone conversations. All the personal information is secured and the access is guaranteed by a login and by a password both for students and teachers. Also, all the students can see their own academic itinerary on http://crd.usm.md/student/ which can be opened by using the personal ID.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution has a system / mechanism for collecting information relevant to the management of the study program, which is accessible to students and employees;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths	A well designed system that collects and conserves all the relevant information on every student; The information is highly secured and can be easily accessed both by teachers and students.		
Recommendations			
Mandatory areas for improvement			

Criterion 7.2. Databases

7.2.1. Development and access to the databases of the study program

Reference documents presented by the educational institution	1. The Regulation regarding the management of information in academic period approved on January 26, 2016 (includes the security policy). 2. The Data about the employment of graduated students.
Findings made during the external evaluation process	During the external evaluation process was mentioned that the institution has developed the next databases according to the Institutional Regulation on the management of the academic itinerary: - Abit USM (information about applicants and admission at the study program); - Credit Management Information System (information about academic itinerary of the students and also master's students); - Human Resources (professional development and staff management such as information about employment, working experience); - Professional itinerary of the graduates. The information from databases is secured in line with normative acts with a personal password which can be personally changed. The Office of Information Systems Management applies special measures in order to prevent any problems that may occur.

The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution has functional electronic databases and ensures secure access to them for students and employees;	**Weight (points)** **3**	**Scoring offered** **3**
Strengths	The activity of Office of Information Systems Management ensures a good functioning and a good security of databases.		
Recommendations			
Mandatory areas for improvement			

Standard of accreditation 8. Public information

Institutions should publish information about their activities, including programs, which is clear, accurate, objective, up-to date and readily accessible

Criterion 8.1. Transparency of information of public interest on the program

8.1.1. Website of the institution/study program

Reference documents presented by the educational institution	1. The website of the university www.usm.md. 2. The webpage of the Faculty of Economic Sciences http://fse.usm.md/.
Findings made during the external evaluation process	During the external evaluation process was mentioned that the university has its own website and the faculty has its own webpage. These are working in accordance with all copyright requirements. All the information of public interest is accessible on the web page of the institution (including master's programs).The information regarding the study program is well structured and also updated in concordance with all changes that appear.

The degree of achievement of the evaluation standard and the score awarded	**1,0** - the information of public interest regarding the study program is accessible and updated on the web page of the institution / faculty / department / department; **Mandatory minimum evaluation standard:** Information of public interest regarding the study program is accessible on the website of the educational institution / faculty / department / department.	**Weight (points)** **1**	**Scoring offered** **1**
Strengths	The information on the webpage is well structured, constantly updated and can be easily accessed by actual students or future students.		

Recommendations	
Mandatory areas for improvement	

8.1.2. Transparency of information on the activities of the study program

Reference documents presented by the educational institution	1. The institutional policy regarding the open access to the information approved on December 1, 2015.		
Findings made during the external evaluation process	During the external evaluation process was mentioned that the institution fully ensures the transparency of information of public interest which includes: the process of admission, of teaching, of evaluation, of researching. The transparency of public information is guaranteed via website and profiles on social media. The information about scholarships or other kind of material supports which is offered is always made public through a notice that is published in the university territory and also on the official website. These are distributed according to the individual results of each student. The number of places in the dormitory is posted on the faculty's webpage. These are distributed based on students' requests, academic average and social background. The transparent evaluation of each student's exams is monitored by the Quality Assurance Committee. Every student has open access (based on the ID number) to the system www.crd.usm.md/student where can be seen the result of every examinations. The information of public interest, which can't be find on the website, is provided upon request.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution fully ensures the transparency of information of public interest regarding the study program;	**Weight (points)** **2**	**Scoring offered** **2**
Strengths	Absolute transparency of information of public interest regarding the study program; The transparent evaluation of every student is monitored by the Quality Assurance Committee.		
Recommendations			
Mandatory areas for improvement			

Standard of accreditation 9. On-going monitoring and periodic review of programs.

Institutions should monitor and periodically review their programs to ensure that they achieve the objectives set for them and respond to the needs of students and society. These reviews should lead to continuous improvement of the program. Any action planned or taken as a result should be communicated to all those concerned.

Criterion 9.1. Procedures on the regular monitoring, evaluation and review of the program

9.1.1. Monitoring and revision of the educational offer and of the study program

Reference documents presented by the educational institution	1. The Regulation on the initiation, approval, monitoring, and regular evaluation of study programs. 2. The Regulation on the evaluation of academic efficiency. 3. The Regulation on the organization of internships. 4. The Regulation on the professional development within the MSU. 5. The Procedure for quality assessment of study programs (PO-MEP-3). 6. The Procedure of development and modernization of the study plan (PO-PAP-3). 7. The Procedure of development and update of the course materials (PO-RS-1). 8. The Procedure of study program self-assessment (PO-MEP-1). 9. The Procedure of schedules development (PO-PAP-6). 10. The Procedure for monitoring the achievement of the teaching load (PO-PA-2).
Findings made during the external	The process of monitoring and revision of study program is done in line with the necessary regulations mentioned above at the reference documents.

evaluation process	People in charge and participants involved in the process are managerial team/DEMkT and FES, QAC, QC, Vice-Rector for teaching activity, the teaching staff.
	The records that are obtained through monitoring represent objective evidence allowing to identify corrective measures in terms of achievement of the established objectives and reaching a qualitative level of organization:
	- *students' activities* through monitoring of: a) students enrolled and study classes/years by the approval by the Vice Rector for teaching activity*;* b) university calendar and schedules of classes, exams, defense of master's theses; c) attestation of the outcomes obtained during the studies in the students' record book through the signature and seal applied by the Dean/Vice-dean and in the examination records through verification and endorsement; d) satisfaction of the master's students who are surveyed after the examinations and defense of master's thesis;
	- *of the teaching staff* through: a) evaluation of the load and achievement of the classes planned in the Individual Plans; b) evaluation by the Head of DEMKT, QAC, CFES and QC of the professional individual performances and monitoring the proficiency of the teaching and didactic-scientific staff;
	- *of the scientific research dimension* through monitoring of: a) the personal scientific research plan (included in the Individual Plan); b) scientific research activities carried out by the academic staff in areas related to the disciplines included in the teaching load – publications in specialized journals, scientific communications presented at workshops, conferences, and symposia organized in the country and/or abroad.
	Students have ordinary exam sessions, supplementary exam sessions, theses defenses in compliance with the established requirements.
	The DEMkT, CFES, QAC, QC ensures the implementation of the evaluation methodology, evaluation strategies and evaluation tools (topics, tests, grading grid etc.) which are in line with the curriculum of the course unit. The results of evaluations are regularly analysed and discussed at the level of the MSU, at the faculty level and at the level of the Management Board.
	The master's thesis is defended in public at the meetings of the Committees approved by the Senate. In view of assuring its impartial evaluation, the opinion of the scientific adviser is enclosed along with the endorsement of the Head of the DEMkT.
	Master students' needs and expectations are identified through permanent surveys that assess their degree of satisfaction, thus, students providing their suggestions and opinions on further improvements.
	The university provides rooms corresponding to the teaching units, and important additional facilities encompassing a complex and modern educational service (library, canteen, E-learning centre, Wi-Fi zones, reading rooms, leisure areas, sports rooms, pool, etc.).

The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution has procedures for monitoring and reviewing the educational offer and applies them consistently and efficiently;	**Weight (points)**	**Scoring offered**
		2	**2**
Strengths			
Recommendations			
Mandatory areas for improvement			

9.1.2. Monitoring the teaching-learning-evaluation processes

Reference documents presented by the educational institution	1. The Antiplagiarism regulation, MSU.
	2. The Surveys of students on teaching-learning-assessment activities with reference to the study program.
	3. The Monitoring of the curriculum by approval at the meeting of the DEMkT, QAC, CFES.
	4. Monitoring of classes (if they were run in line with the schedule) by the Vice-dean or Dean.
	5. The Approval of evaluation tests before each exam session.
	6. Monitoring of exams (if they were run in line with the schedule).
	7. Monitoring of the teaching-learning process with the participation of the teaching staff

	and of evaluation tests by the administration of the DEMkT, FES, QAC and QC.		
Findings made during the external evaluation process	During the interview with the coordinators of the master's program and the interview with the teaching staff it was observed that the performance of scientific research and innovation is consistently monitored, as well as teaching-evaluation processes, effective measures are taken to improve them, so teachers update periodically their courses, which contribute to the development process and the trend of improvement. Thus, the monitoring of teaching-learning-evaluation processes is done in several stages: monitoring of the curriculum by approval at the meeting of the DEMkT, QAC, CFES; monitoring of classes (if they were run) by the Vice-dean or Dean; approval of evaluation tests before each exam session; monitoring of exams (if they were run in line with the schedule); monitoring of the teaching-learning process with the participation of the teaching staff and of evaluation tests by the administration of the DEMkT, FES, QAC and QC. Involvement of students, academic staff and other stakeholders in the monitoring process is done by delegating representatives of these stakeholders to participate, as members, in the DEMkT Board, FES Quality Assurance Committee, Faculty Council of FES; the chairperson of the QAC is member of CAQ of the QC at the level of university; members in the MSU Senate are elected from among the academic staff and representatives of BA/MA/PhD students from the Faculty, as well as by delegating a representative of the academic staff to be part of the University Strategic Management Board. MA students are surveyed in relation to the teaching-learning-evaluation activities to find out their level of satisfaction with the content of the program, with the quality of teaching-evaluation, professionalism of the teaching staff and quality of the information system. The university has the antiplagiarism regulation and an IT system checking the degree of similarities with the works from the MSU repository. This system has been used since the academic year 2015-2016 to verify the content of BA and MA theses developed by our graduates. People in charge with the use of the mechanism that verifies the MA theses are: the scientific adviser, the Head of the DEMkT, the persons responsible for the antiplagiarism procedure.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - teaching-learning-assessment processes are monitored consistently and effective measures are taken to improve them;	**Weight (points)**	**Scoring offered**
		2	**2**
Strengths	The university has the antiplagiarism regulation and an IT system checking the degree of similarities with the works from the MSU repository.		
Recommendations			
Mandatory areas for improvement			

9.1.3. Availability and use of study program self-evaluation procedures

Reference documents presented by the educational institution	1. The Regulation on the initiation, approval, monitoring and regular evaluation of study programs and in the study programs self-evaluation procedure (PO-MEP-1). 2. The DEMkT self-evaluation report.
Findings made during the external evaluation process	The program's self-evaluation procedures are described in the institutional Regulation on the initiation, approval, monitoring and regular evaluation of study programs and in the study programs self-evaluation procedure (PO-MEP-1). During the interview with the coordinators of the master's program and with the teaching staff, it was ascertained that the evaluation of the study program takes place annually, and the results registered at the end of the academic year are embedded in the DEMkT self-evaluation report. The self-evaluation results are discussed at the DEMkT and CFES, QC meetings, whose members draft proposals for improvement and which are organized after the statistical processing of the questionnaires. In this order, over the last years, activities were implemented in line with the action plans that were encompassed in self-evaluation reports approved during the meetings of the DEMkT, CFES, such as: revision and improvement of all tests; permanent enhancement of the curriculum; intensification of communication with MA students, development of a consultation schedules prior to exams, insertion of the academic calendar in the record

	book of the group of a given study year, development of the *Sheet of evaluation of the trainee student* by the host company's internship mentor included in the Specialized Internship Log; enhancement of the individual work of the students, etc.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution efficiently arranges and applies self-assessment procedures of the study program;	**Weight (points)**	**Scoring offered**
		2	**2**
Strengths			
Recommendations			
Mandatory areas for improvement			

9.1.4. Evaluation of the program by students, graduates, employers and other beneficiaries

Reference documents presented by the educational institution	1. The Reports of the DEMkT, QAC, FES. 2. The Surveys of the master students concerning the quality assessment of the lessons. 3. The Surveys concerning the professional skills of the trainees. 4. The Surveys of the teaching staff concerning the level of satisfaction within the working place.		
Findings made during the external evaluation process	During the interview with students and graduates and the interview with employers it was noted that the HTMM program is regularly evaluated through written, oral, online and phone surveys: – of master's students – the results are reflected in the Reports of the DEMkT, QAC, FES, etc.; – of graduates – who are asked about the skills that were acquired during the academic years and the level of satisfaction with the program; – of employers - via interviews with the people responsible for the promotion of partnership with the business environment; – of the teaching and research staff who ensure the achievement of the study program through a regular questioning of the level of satisfaction with the working place and to find out their opinion on the skills developed by the study program.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** - the study program is evaluated by all categories of beneficiaries (students, employees, graduates, employers) and measures are taken to continuously improve it;	**Weight (points)**	**Scoring offered**
		2	**2**
Strengths			
Recommendations			
Mandatory areas for improvement			

Criterion 9.2. Employment in the labor market

9.2.1. Mechanisms of tracking the employment and evolution of the graduates of the study program on the labor market

Reference documents presented by the educational institution	1. The MSU has a Career Guidance Centre working in line with the methodological Guide. 2. The Database on the professional itinerary of the employed graduates of the HTMM study program.		
Findings made during the external evaluation process	During the interview with the representatives of the management team of the institution and the interview with the coordinators of the master's program, it was noted that MSU has a Career Guidance Centre working in line with the methodological Guide. The tools for career guidance imply conversations during direct or online meetings, phone calls, e-mails, use of the electronic address of the group, use of e-career network, use of surveys "My first job after graduation". The DEMkT has a database on the professional itinerary of the employed graduates of the HTMM study program.		
The degree of achievement of the	**1,0** - the institution has institutional mechanisms to record the employment and professional development of graduates and	**Weight (points)**	**Scoring offered**

evaluation standard and the score awarded	applies them consistently;	**2**	**2**
Strengths	The existence of a database on the professional itinerary of the employed graduates of the HTMM study program.		
Recommendations			
Mandatory areas for improvement			

9.2.2. Career guidance activities and competitiveness of graduates on the labor market

Reference documents presented by the educational institution	1. The Database on the professional itinerary of the employed graduates of the HTMM study program. 2. The Surveys to master students regarding the internship. 3. The Surveys to graduates regarding the internship. 4. The Surveys to employers regarding the internship.		
Findings made during the external evaluation process	Following the analysis and based on the study over the years, we can mention the fact that the institution constantly carries out efficient professional orientation activities, through contracts with institutions, offering the possibility to perform the internship and suggestion of institutions where it can be done. The MSU Career Guidance Centre and Relations with the Labor Market offers guidance for the BA and MA applicants regarding: the professional aspirations and interests; professional values; structure of the candidate's dossier upon admission; volunteering offers; available job offers; places for internship; online career mentoring and counseling. The graduates of the HTMM master's program are employed on the labour market based on the obtained qualification, the general employment average for the last 4 years accounting for 92.82%. Following the internship, DEMkT provides surveys to master's students, graduates and employers (internship tutors) relating to the compliance of professional development skills. Graduates of the HTMM master's program are usually employed by local, national and international companies, and they are specialists in the area of hotel management and marketing, being hired by tourism agencies, restaurants, public services in the position of: Heads of Marketing Departments, reception managers, customer relations managers, specialists in hotel services, etc.		
The degree of achievement of the evaluation standard and the score awarded	**1,0** – the institution consistently carries out effective career guidance activities;	**Weight (points)** **1**	**Scoring offered** **1**
	1,0 - the employment rate of graduates in the field of work according to the field of professional training (in the first year after graduation) is over 70%;	**1**	**1**
Strengths			
Recommendations			
Mandatory areas for improvement			

Standard of accreditation 10. Cyclical external quality assurance

Institutions should undergo external quality assurance in line with the ESG on a cyclical basis

Criterion 10.1. External Quality Assurance

10.1.1. Enforcement of ordinances and recommendations of the Ministry of Education, Culture and Research and of the line ministries

Reference documents presented by the educational institution	1. The activity of the higher education institutions during the risk of COVID-19 infection (Order no.449 from 15.05.2020). 2. The approval of the Framework-plan for bachelor degree (cycle I), master degree, (cycle II) and integrated (Order no.120 from 10.02.202). 3. Disposition for the head of department regarding the increasing of the thematic writings on the website (no.01/02 from 03.01.2020). 4. Measures and rules introduced during the pandemic situation (no. 174 from

	26.10.2020).
	5. The evidence of the information in Inwards Correspondence Register and Outwards Correspondence Register received by the secretary.

Findings made during the external evaluation process	During the external evaluation process, was confirmed that the institution applies special procedures for communication, execution and monitoring of the provisions and recommendations of the MECC and the line ministries.
	The MECR ordinances and recommendations are monitored by the next communication system: -The Secretariat; -The Vice Rector; -The Dean; and -The teaching and auxiliary staff.
	The communication with the MECR can take place both directly (information meetings, working visits), and indirectly (phone calls, emails, mails).
	The information like letters/orders/informative notes that comes in or out, can be always find in Register of Outwards Letters or Register of Inwards Letters. The ordinances and recommendations regarding the professional development program are usually received via mail and published on the university's website.

The degree of achievement of the evaluation standard and the score awarded	**1,0 -** the institution has and applies procedures for communication, execution and monitoring of the provisions and recommendations of the MECC and the line ministries;	**Weight (points)**	**Scoring offered**
		1	**1**

Strengths	
Recommendations	
Mandatory areas for improvement	

10.1.2. Observations, recommendations and decisions formulated based on the external evaluation by ANACEC/other Quality Assurance Agencies

Reference documents presented by the educational institution	

Findings made during the external evaluation process	The master's degree program for professional training Hotel and Tourism Management and Marketing has never been subject of previous accreditations.

The degree of achievement of the evaluation standard and the score awarded	**1,0** - the institution examines the observations, recommendations and decisions of ANACEC / other quality assurance agencies and takes consistent measures for the development of the study program after the external evaluation; **0,5** - the institution examines the observations, recommendations and decisions of ANACEC / other quality assurance agencies and takes sporadic measures for the development of the study program after the external evaluation; **0** - the institution does not undertake measures for the development of the study program after its external evaluation.	**Weight (points)** **3**	**Scoring offered** N/A

Strengths	
Recommendations	
Mandatory areas for improvement	

GENERAL CONCLUSIONS

1. The MSU (Moldovan State University) has a policy for quality assurance that is made public and forms part of its strategic management. Internal stakeholders develop and implement this policy through appropriate structures and processes, while involving external stakeholders. The functioning framework of the (HTMM - Hotel and Tourism Management and Marketing) study program is in accordance with the

normative framework in force. The bachelor's degree program (HTRS - Hotel Tourism and Recreation Services) in the field of vocational training of the master's degree program (HTMM) is accredited. The institutional quality assurance structures of the MSU are functional and efficient. The aspects of internationalization are complexly reflected and are fully realized within the HTMM study program.

2. The institution has processes for the design and approval of its programs. The HTMM program was designed so that it meets the objectives set for it, including the intended learning outcomes and corresponds to the requirements of the Framework Plan and ensures the achievement of study objectives and the formation of professional skills. The qualification resulting from the HTMM program are clearly specified and communicated, and refer to the correct level of the national qualifications framework for higher education and to the Framework for Qualifications of the European Higher Education Area. The HTMM study program is designed and approved in accordance with the requirements of the regulatory framework in force, and its mission and objectives are connected to the national strategies, realities and trends in the field, to the strategic development plan of the MSU and DEMkT department.

3. The forms of organization of the teaching-learning process are made in accordance with the provisions of the normative framework in force and contribute to the achievement of the objectives of the HTMM study program. The HTMM program encourages students to take an active role in creating the learning process and the teaching-learning methods used are entirely student-centered, thus the assessment of students reflecting this approach. The teaching staff uses effectively the educational platform MOODLE, 100% of the program disciplines being accessible on the platform.

4. The MSU applies pre-defined and published regulations covering all phases of the student "life cycle": student admission, progression, recognition and certification. The MSU ensures the recruitment and admission of students to the study program in accordance with the normative framework in force. The promotion of students from the HTMM study program is carried out in accordance with the normative framework in force. The academic mobility of students from the HTMM study program is carried out in accordance with the normative framework in force and includes periods of studies, trainings and summer schools in an educational institution abroad. The conferment of the title and the issuance of the diploma, the diploma supplement and the academic certificates is made in accordance with the normative framework in force.

5. The planning, recruitment and administration of the teaching staff from the HTMM study program is carried out in accordance with the normative framework in force. Over 80% of the number of teachers who ensure the realization of the study program represent tenured staff. 100% of the number of teachers who ensure the teaching of theoretical courses from the study program hold scientific/ scientific-didactic / honorary titles. The MSU has different strategies and policies for the development of academic staff and fully implements them. Thus, in 2019 the university launched the contest for the establishment of salary weightings for the individual professional performance. The teaching staff from the HTMM study program is periodically evaluated by the managers of the university and effective measures are taken to continuously improve its performance. The university effectively plans, supports and monitors the activity of scientific research, innovation and technological transfer activity of the teaching staff involved in the HTMM study program.

6. The university ensures the teaching and learning activities through the planning, recruitment and proper coordination of the administrative and auxiliary staff at the HTMM study program. The MSU's financial resources for the educational process and research are efficiently planned and managed. The educational / research spaces are sufficient for the development of the educational / research process, and calculated on average for a student, they exceed the established minimum norms. The endowment and use of educational and research spaces are carried out in accordance with the normative framework in force. The university provides students with adequate and easily accessible learning resources and support services. The procedures for establishing tuition fees, scholarship allocations and other forms of material support are applied in accordance with the regulatory framework in force. The university

promotes the policy of social support of students.

7. The MSU has a system for collecting information relevant to the management of the study program, which is accessible to students and employees. Thus, the general information about students is kept at two levels: at the faculty level (there are personal files, group registers, grade record books, registers of incoming/outgoing orders) and at the university level (there is created a databank and an online Moodle platform. The university has a well developed electronic databases where is conserved all relevant information to the management of the HTMM study program, the information being highly secured and easily accessible to students and teachers.

8. The information of public interest regarding the HTMM study program is accessible and updated on the web page of the university and the DEMkT department. Students are constantly informed about the learning and teaching process regarding the HTMM study program. The university fully ensures the transparency of information of public interest to its students both through its website, but also in other ways (group meetings, information panels, facebook page, etc.).

9. The university has procedures for monitoring and periodically reviewing their educational offer in order to ensure that it achieve the objectives of the HTMM study program and respond to the needs of students and society. The teaching-learning-assessment processes are monitored consistently and effective measures are taken to improve them. The MSU arranges and applies self-assessment procedures of the HTMM study program, but also the study program is evaluated by all categories of beneficiaries (students, employees, graduates, employers) and measures are taken to continuously improve it. The university has a database that records the employment and professional development of its graduates of the HTMM study program. The graduates of the HTMM master's program are employed on the labour market based on the obtained qualification, the general employment average for the last 4 years accounting for more than 90%.

10. The university has and applies procedures for communication, execution and monitoring of the provisions and recommendations of the MECC and the line ministries.

STRENGTHS
1. Effective collaboration between the structures for quality assurance at all levels;
2. The HTMM master's degree program was launched as the result of the implementation of the Tempus LMPH project (involving a research that surveyed and interviewed over 500 professionals);
3. More than 60% of the total number of credits assigned for the HTMM program are made up of practical and research activities;
4. The social and economic impact of the HTMM program is determined by appraisal letters from the employers and the data base of the HTMM employment;
5. The organization of the teaching process at the high level in the pandemic period;
6. According the results of surveys the satisfaction of students regarding the teaching-learning methods used by teachers is over 80 %;
7. The teaching staff uses effectively the educational platform MOODLE (100% of the program disciplines are on the platform);
8. The students of the Master's degree program carry out their internships at top companies in the field;
9. The Faculty of Economic Sciences secures 100% of the necessary places for the internship within the HTMM program;
10. The MSU has mechanisms used to avoid the fraud and plagiarism in the process of thesis drafting and evaluation;
11. The MSU implements the information system for the online registration of applicants – e-admission;
12. The students at the Master's degree program have been participated in 5 mobility programs, a good score, considering the number of students in the HTMM program;
13. 100% of the teachers who ensure the teaching of theoretical courses from the study program hold scientific/ scientific-didactic / honorary titles;
14. Since 2019 the university has implemented the contest for the establishment of salary weightings for the individual professional performance;

15. The university offers an additional support when standardizing the teaching activity with a 1.5-coefficient for the courses delivered in a foreign language;
16. The teaching staff is involved in different national and international projects and participated in different national and international scientific events;
17. The students at the Master's degree program have access to a shared electronic catalogue of the Moldovan universities and SpringerLink databases;
18. The presence of a committee involved in the distribution of places in dormitories; The distribution of dormitories is a transparent process based on student's characteristics, The number of requests for dormitories was 100% met by the university;
19. Students with special needs are completely insured with a place in the dormitory;
20. A well designed system that collects and conserves all the relevant information on every student;
21. The information is highly secured and can be easily accessed both by teachers and students;
22. The activity of Office of Information Systems Management ensures a good functioning and a good security of databases;
23. The information on the webpage is well structured, constantly updated and can be easily accessed by actual students or future students;
24. Absolute transparency of information of public interest regarding the study program;
25. The transparent evaluation of every student is monitored by the Quality Assurance Committee;
26. The university has the antiplagiarism regulation and an IT system checking the degree of similarities with the works from the MSU repository.
27. The existence of a database on the professional itinerary of the employed graduates of the HTMM study program.

RECOMMENDATIONS

1. Consultation of the opinion of different categories of stakeholders (particularly of the key stakeholders) when elaborating the institutional development strategy;
2. Promotion of the master's degree program on the international level;
3. Teaching in English, at least 3 courses per semester;
4. Reformulation of the mission of the study program and of some objectives;
5. The organization of training seminars in order to increase the efficiency of the online teaching-learning process;
6. Development of an incentive mechanism in order to increase the involvement of the representatives of the internship institutions in the didactic-methodical activity;
7. Assuring of master study program with teaching staff that can teach in all three languages the courses
8. Recruitment of the teaching staff having master's or doctor's degrees in the field of Tourism and Hotel Services (THS). We strongly recommend that the teaching staff have practical training activities in the tourism field.
9. Involvement of specialists from labour market in the teaching process from the tourism domain.
10. Involvement of teachers from the HTMM program in attracting financial resources within state and international research projects.

MANDATORY AREAS FOR IMPROVEMENT

1. Elaboration and implementation of the Institutional Strategic Plan, Faculty and Department for the period 2021-2025;
2. It is important, for the next accreditation, that the DEMkT Department consists of professionally qualified teachers in tourism field or that the DEMkT Department hires teachers who completed studies in the domain of Tourism and Hotel Services (THS).

In the process of evaluation of the Master study program Hotel and Tourism Management and Marketing, *the following level of achievement of the accreditation standards has been established:*

Standard of accreditation	1	2	3	4	5	6	7	8	9	10
Total score	8	12	13	7	22	14	5	3	12	1
Assessed value	8	12	13	7	22	14	5	3	12	1
Level of	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

achievement (%)												

Note: *Mandatory minimum accreditation standards: 1.1.1, 2.1.1, 2.2.2, 4.1.1, 4.2.1, 5.1.1, 5.1.2, 5.2.3, 6.2.1, 6.2.4 and 8.1.1 are met.*

Final recommendation:

Based on point 62 of the Methodology of External Quality Assessment for the authorization of temporary operation and accreditation of study programs and of technical, higher education and continuing education institutions, it is proposed to a*ccredit the study program **Hotel and Tourism Management and Marketing,** general field of study 101 Public services, type of master's degree: professional, 120 ECTS credits, form of education: full-time*, for a period of 5 years.

Members of the external evaluation panel:

President: _____ **Roman LIVANDOVSCHI**

Member: _____ **Dan ZGARDAN**

Member: _____ **Ion CURMEI**

Member: _____ **Natalia POSTICA**

International observer: Heli MATTISEN
International observer: Kirsi HILTUNEN