



To  
Evaluation Board  
Agency for Quality in Higher Education  
Kej Dimitar Vlahov 4,  
II-Floor Stara Komercijalna Banka 1000 Skopje

## SELF-EVALUATION REPORT

Information about the institution for higher education	
<b>Title</b>	Private Non-Profit Higher Education Institution Independent Higher Vocational School Business Academy Smilevski – BAS
<b>Headquarters</b>	Blvd. Jane Sandanski 111/2, Skopje, Republic of North Macedonia
<b>Contact information</b>	Head Office: +389 2 2455 754 Bitola Branch: +389 47 225 218 Official Email Address: info@bas.edu.mk
<b>Authorized person of the institution (name and surname, official contact information)</b>	Prof. Gordana Tasevska PhD, Director Email: direktor@bas.edu.mk, gordana.tasevska@bas.edu.mk Phone: +389 47 225 218
<b>External Assessment Coordinator of the institution (name and surname, official contact information)</b>	Senior Lecturer MSc. Ivan Gjorgjievski Email: ivan.gorgievski@bas.edu.mk Phone: +389 72 221 311
<b>Grounds for the External Assessment</b>	<input type="checkbox"/> Annual plan <input type="checkbox"/> Request by the higher education institution <input checked="" type="checkbox"/> Request by the National Council for Higher Education and Scientific Research <input type="checkbox"/> Request by the Minister responsible for higher education
<b>Period covered by the report</b>	2020 – 2024
<b>Decision on the establishment of the expert committee (decision number and date)</b>	09-229/2 from 12.02.2025
<b>Was there an objection to the composition of the External Assessment Expert Committee?</b>	NO

Place, date

//seal position//

authorized person of the institution (signature)

Skopje, 24.04.2025

Prof. Gordana Tasevska PhD, Director



До  
Одбор за евалуација  
Агенција за квалитет во високото образование  
Кеј бул. Гоце Делчев Б.Б. (Македонска Радио Телевизија - МРТВ, 10-ти кат),  
1000 Скопје

РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА  
БИЗНИС АКАДЕМИЈА СМИЛЕВСКИ-БАС

Бр. 03-78/1  
24.04.2025 год.  
СКОПЈЕ

## ИЗВЕШТАЈ ОД САМОЕВАЛУАЦИЈА

Податоци за високообразовната установа	
Назив	Приватна непрофитна високообразовна установа самостојна висока стручна школа Бизнис Академија Смилевски, БАС
Седиште	Бул. Јане Сандански 111/2 Скопје, Р. С. Македонија
Контакт информации	Седиште: 02 2455754 Одделение Битола: 047 225 218 Официјална мејл адреса: info@bas.edu.mk
Овластено лице на установата (име и презиме, службени контакт информации)	Проф. д-р Гордана Тасевска, директор Емаил: direktor@bas.edu.mk, gordana.tasevska@bas.edu.mk телефон: 047 225 218
Координатор за надворешна евалуација на установата (име и презиме, службени контакт информации)	Виш пред. м-р Иван Ѓорѓиевски Емаил: ivan.gorgievski@bas.edu.mk Телефон: 072 221 311
Основ за надворешната евалуација	<input type="radio"/> Годишен план <input type="radio"/> Барање на високообразовната установа <input type="radio"/> Барање на Националниот Совет за високо образование и научно-истражувачка дејност <input type="radio"/> Барање на министерот надлежен за високото образование
Период за кој се однесува извештајот	2020 – 2024 година
Одлука за формирање на стручната комисија (број на одлука и датум)	09-229/2 од 12.02.2025
Дали беше поднесен приговор на составот на стручната комисија за надворешна евалуација?	НЕ

Скопје, 24.04.2025



Директор на БАС;

Проф. д-р Гордана Тасевска

## 1. GENERAL INFORMATION

GENERAL INFORMATION (filled by the higher education institution)	
Name of the higher education institution	Private Non-Profit Higher Education Institution Independent Higher Vocational School Business Academy Smilevski (BAS)
Location	Blvd. Jane Sandanski 111/2, Skopje, Republic of North Macedonia
Website	<a href="https://bas.edu.mk">https://bas.edu.mk</a>
Mission and vision of the institution	<p>Mission:</p> <p>Our mission is to create graduates who are ready to work from their very first day on the job!</p> <p>We achieve this mission by adhering to several guiding principles that serve as our North Stars in everything we do:</p> <ul style="list-style-type: none"> <li>• An individual approach to the development of each student</li> <li>• Continuous collaboration with the business sector</li> <li>• Maximizing the potential of every student</li> <li>• A human-centered approach with understanding and empathy</li> <li>• Institutional support for employment</li> <li>• Honest communication and fair treatment of students</li> </ul> <p>Each of our students is a story and a path of their own. We are committed to discovering the true potential and affinities of each individual, without nurturing false hopes for an unrealistic future. Our mentoring support has a single goal – to bring out and strengthen the interests and abilities that will lead our students toward the best future for them.</p> <p>We believe that every investment pays off. Because everyone is good at something, and everyone can find their place in life.</p> <p>Vision:</p> <p>We are the most desired academy in the region.</p> <p>We provide everything that is necessary – nothing more!</p> <p>The needs of our students and partners are specific. That is why we are there exactly when and where they need us most – speaking their language and understanding their needs fully.</p> <p>Our strength lies in ourselves – masters of our craft – proactive and dedicated teachers and mentors. We are always searching for what we have yet to master.</p> <p>Games are our best teacher. Friendship, trust, and respect are our playground. By working through play, we become skillful.</p> <p>We encourage mistakes – they lead us to better solutions. We learn together – we learn more.</p> <p>BAS is a strong link between education and business.</p> <p>Our graduates create intellectual capital within the businesses where they are embedded.</p>
Type of higher education institution (public, private-public non-profit institution and private non-profit institution)	Private Non-Profit Institution

Data on the latest accreditation of the institution and the study programs of the first, second and third cycles of studies	<p>Institution Accreditation: No. 12-4564/1 dated 25.06.2009</p> <p><b>Study Programs – First Cycle of Studies</b>  Study Program: Business Management (First Cycle)  Accreditation Decision No. 08-36/7 dated 30.07.2024;  Field: 5 – Social Sciences  Area: 506 – Organizational Sciences and Management (Management)  Discipline: 50603 Business Management</p> <p>Study Program: Marketing Management (First Cycle)  Accreditation Decision No. 08-1045/8 dated 14.04.2022;  Field: 5 – Social Sciences  Area: 506 – Organizational Sciences and Management (Management)  Discipline: 50608 Marketing Management</p> <p><b>Study Programs – Second Cycle of Studies</b>  Study Program: Strategic Human Resource Management (Second Cycle)  Accreditation Decision No. 08-1154/6 dated 09.05.2023;  Field: 5 – Social Sciences  Area: 506 – Organizational Sciences and Management (Management)  Discipline: 50622 Human Resource Management</p> <p><b>Study Programs – Third Cycle of Studies</b>  /</p>
Number of employees elected in teaching-scientific, teaching-professional, scientific, teaching and associate titles, who carry out higher education activities	10
Number of students in the last academic year, by cycle of studies	First Cycle of Studies: 119 Second Cycle of Studies: 42 Total: 161
Briefly explain the development of your institution (no longer than 1 page)	<p>The story of BAS began long before its official establishment in 2007.</p> <p>Professor Cvetko Smilevski, who spent his entire professional life in the field of education, felt it was time to integrate all his experience into a contemporary and modern higher vocational school that would offer a revolutionary model of studying in Macedonia, addressing the shortcomings of the outdated higher education model existing at that time.</p> <p>Formally, BAS was founded in 2007 when it received accreditation from the Ministry of Education and Science (MoES), along with authorization to operate. During this period, BAS did not enroll students but focused on preparing the teaching staff for the innovative model of higher education. Preparations lasted one year, involving the selection of faculty and the preparation of teaching materials. In 2008, BAS welcomed its first generation of students in Operational Management. The first 86 students in Operational Management</p>

	<p>at BAS began classes on September 15, 2008.</p> <p>From its founding, BAS offered a first-cycle study program titled Operational Management and a second-cycle study program titled Strategic Management as an ideal continuation of the first-cycle studies. Until 2018, BAS offered these two study programs, and with changes to the Law on Higher Education, BAS created two new programs: Business Management for the first cycle and Strategic Management for the second cycle.</p> <p>In 2022, BAS accredited the Marketing Management program in response to demands from the private sector. In 2023, BAS accredited another postgraduate study program: Strategic Human Resource Management.</p> <p>Currently, two new study programs are in the process of accreditation:</p> <p>Quality Management for undergraduate (first-cycle) studies, and Strategic Management for Sustainable Development for postgraduate studies.</p> <p>BAS operates actively in both Skopje and Bitola, where in recent years it has recorded a significant increase in interest among target groups, as evidenced by the filling of the planned quotas for both first and second-cycle studies in Business and Strategic Human Resource Management.</p> <p>Over the years, BAS also created and operated a dispersed branch in the city of Strumica (from 2009 to 2013); however, due to low interest and financial unsustainability, the dispersed unit was closed.</p>
What are your key institutional Capacities? (no longer than 1 page)	<p>Business Academy Smilevski – BAS is a private, non-profit, independent higher vocational school, established in 2007, headquartered in Skopje, with its own three-story building in Bitola. Accredited by the Ministry of Education and Science, BAS offers three study programs: Business Management and Marketing Management (undergraduate, 180 ECTS) and Strategic Human Resource Management (postgraduate, 60 ECTS). Two additional new programs are currently undergoing accreditation.</p> <p>The Academy employs a highly qualified staff – professors, senior lecturers, and practitioners – among them Prof. Dr. Gordana Tasevska (Director), Prof. Dr. Lidija Stefanovska (Deputy Director), and General Manager Mr. Gorazd Smilevski, MSc. Classes are organized in small groups, following the “one day – one subject” model, with integrated laboratory exercises and practical training. Students complete a minimum of 100 days of practice in cooperation with companies, with internship programs conducted as individualized mentorships by managers and executives employed in numerous partner companies.</p> <p>Within the framework of Erasmus+, BAS actively supports student and staff mobility. Cooperation agreements have been signed with partners from Albania, Bulgaria, Poland, Portugal, Slovenia, and Serbia. In addition, the Academy collaborates with national and regional institutions, including the Military Academy, MIT University, and AAB College (Kosovo). Membership in international programs enables broader internationalization and</p>

	<p>diploma recognition.</p> <p>BAS operates as an independent institution with its own Director, Deputy Director, General Manager, and Teaching Council, while the Founders' Body makes strategic decisions. The studies are based on ECTS and are aligned with the Bologna Process. The institution conducts regular self-evaluations and applies quality standards through accredited programs.</p> <p>With a clear orientation toward practical training, international cooperation, and study accessibility, BAS represents a modern educational model for professional management studies.</p> <p>Finally, one of BAS's key competitive advantages in the higher education market is the systematic use of digital tools and platforms for delivering its study programs. Since its foundation, BAS has employed contemporary digital tools, and for the past 13 years, it has been extensively using the widely recognized MOODLE platform (<a href="http://www.moodle.org">www.moodle.org</a>), supported by trained academic and administrative staff for its maintenance, updates, and practical application.</p>
<p>In which areas/issues/standards/indicators has your institution made the biggest progress in the last five years? (no longer than 1 page)</p>	<p>According to the standards that are the subject of analysis in this report, the greatest progress can be observed in Standards 2, 4, 7, and 8.</p> <p>Specifically, progress can be noted based on the following key aspects:</p> <ul style="list-style-type: none"> <li>- Modern study programs aligned with the European Higher Education Area and accredited by the Accreditation and Evaluation Board (AKVO) (Business Management and Strategic Human Resource Management programs);</li> <li>- Implementation of a comprehensive software solution for the management of students and staff at BAS;</li> <li>- Renewal and upgrading of the IT infrastructure;</li> <li>- Retention of a particularly high percentage of partner organizations cooperating with BAS on various grounds;</li> <li>- Recognition of BAS as a provider of practical, modern, and in-demand professional studies that train contemporary managers;</li> <li>- Increase in the number of enrolled students and fulfillment of enrollment quotas for certain study programs over the past few years;</li> <li>- Enhanced visibility among BAS's target groups through social media presence;</li> <li>- Growing interest among expatriates from the Republic of North Macedonia to pursue distance learning studies in their native language.</li> </ul>
<p>What are your biggest challenges and weaknesses? (no longer than 1 page)</p>	<p>Major Challenges:</p> <ul style="list-style-type: none"> <li>• Negative demographic trends among target groups – particularly high school graduates;</li> <li>• Increased promotion of foreign universities offering lucrative programs to attract students;</li> <li>• The need to modernize facilities to match the standards of leading international higher education institutions;</li> </ul>

- Limited and sometimes inadequate representation of professional higher education institutions in the Law on Higher Education;
- Decreased interest in attending lectures and workshops post-COVID-19 pandemic;
- Lack of information related to the Inter-University Conference;
- No opportunity for independent professional higher education institutions to participate in the Inter-University Conference;
- Evaluation criteria for study program accreditation are the same for academic and professional studies.

Major Weaknesses:

- Low participation of students in mobility programs, particularly through Erasmus+ programs;
- Insufficient use of software systems for student record management and administration;
- Inadequate digital and language competencies among the academic and administrative staff;
- Low interest and participation of full-time students in BAS academic and scientific workshops, conferences, and symposia.



## 2. QUALITY STANDARDS AND INDICATORS

### Standard 1

STANDARD 1: INSTITUTIONAL POLICIES FOR QUALITY ASSURANCE	
INDICATOR	DOCUMENTATION
1.1. The institution has a quality assurance policy that is published and publicly available.	Institutional act or other act regulating the quality policy; Link to the publication on the website
<p>Business Academy Smilevski – BAS, as a higher education institution with a clearly articulated vision for modern, high-quality, and efficient higher education, has been committed since its establishment to the continuous assurance and improvement of quality in teaching, research, and administrative processes. From its founding, the Academy set a culture of quality as one of the fundamental principles upon which its institutional system is built and developed. This commitment has been formally institutionalized through the incorporation of the quality system into the institution's highest legal acts – primarily into the Statute of the Academy (Annex 1.1.A).</p> <p>According to the BAS Statute and related internal acts, such as the Quality Regulations (Annexes 1.1.B and 1.1.G) and the Quality Strategy (Annex 1.1.C), the procedures, bodies, and instruments through which the quality system is implemented, monitored, and revised are clearly defined. In this way, BAS ensures a transparent, comprehensive, and cyclical approach to the advancement of academic and administrative activities.</p> <p>The responsible body for implementing the quality system is the Quality Council, which operates as a professional body mandated to review evaluation reports, propose improvement measures, and monitor their implementation. The establishment of this body is regulated by a decision of the Teaching Council (Annex 1.1.D).</p> <p>Beyond the formal acts, BAS actively promotes a culture of quality by organizing trainings, seminars, mentoring meetings, and student surveys, where structured evaluations are conducted to gather information on the quality of teaching, administrative support, and the overall student experience (Annex 1.1.E). These reports serve as key inputs into the internal evaluation and strategic improvement processes.</p> <p>The quality policy is not a static document, but rather a dynamic framework open to continuous updating in accordance with new trends, evaluation results, legal changes, and the demands of students and founders. Therefore, BAS continuously conducts a self-evaluation process every three years to guide and adjust the quality of its operations and teaching activities (Annex 1.1.F).</p>	
<p><b>Annexes</b></p> <p><a href="#">Annex 1.1.A Statute of BAS</a></p> <p><a href="#">Annex 1.1.B Quality Assurance Rulebook</a></p> <p><a href="#">Annex 1.1.C Quality Strategy</a></p> <p><a href="#">Annex 1.1.D Decision on the Establishment of the Quality Council</a></p> <p><a href="#">Annex 1.1.E Results from Student Surveys or Research</a></p> <p><a href="#">Annex 1.1.F Rulebook on Standards and Procedures for External Evaluation and Self-Evaluation</a></p> <p><a href="#">Annex 1.1.G Report from the Fourth Self-Evaluation of BAS</a></p>	
1.2. The institution implements an efficient and well-structured system to ensure the quality of education. A variety of tools are employed to assess and enhance educational standards, including regular evaluations of courses, teaching staff, support/student services, and overall student satisfaction throughout their studies. These activities are conducted in accordance with a predefined calendar of events.	<p>Information on the tools used to assess and improve the quality of higher education (assessment period, approach, etc.);</p> <p>Questionnaire of all self-evaluations conducted or other tool used for self-evaluation;</p> <p>Annual calendar of activities related to quality assurance.</p>



Business Academy Smilevski – BAS has established an efficient and logically organized quality assurance system, based on the principles of transparency, participation, objectivity, and continuous improvement. The system is integrated into all aspects of the institution's operations and is implemented through a cyclical approach that includes planning, monitoring, evaluation, revision, and the implementation of improvements in teaching and administrative processes.

The monitoring and enhancement of quality rely on various tools and sources of information. Student surveys for the evaluation of teaching and administrative support are conducted regularly (Annex 1.2.A), administered at the end of each academic year. Through these surveys, students assess the quality of teaching, the expertise of staff, the availability of materials, the applicability of knowledge, and the logistical support (Annex 1.2.D).

Additionally, an electronic support system is utilized, which enables the tracking of teaching delivery, the number of classes held, deadlines, as well as the activity of students and lecturers (Annex 1.2.B). These data are processed and included in the annual self-evaluation report, prepared at both institutional and program levels. The report contains survey results, key success indicators, and improvement proposals with corresponding recommendations (Annex 1.2.G).

Throughout each academic year, the Quality Manager conducts visits to lectures and prepares appropriate reports on their delivery. This allows for systematic monitoring of the quality of the teaching process and timely identification of areas for improvement (Annex 1.2.F).

BAS also includes monitoring of administrative services and technical support, aimed at evaluating how effectively, timely, and professionally the support services operate. This report is an important component of the quality assurance system (Annex 1.2.C).

Curricula are regularly updated based on the analysis of collected evaluation data and the corresponding recommendations (Annex 1.2.E). Furthermore, internal training sessions are conducted for academic and administrative staff, with the Quality Council playing a key role in the continuous improvement of the system through proposals, discussions, and the alignment of activities with the strategic goals of the Academy (Annex 1.2.E).

The regular meetings of the Quality Council serve to monitor, analyze, and enhance processes related to academic and administrative quality. During these meetings, evaluation results are reviewed, improvement measures are proposed, and conclusions are made to enhance the overall functioning of the institution.

#### **Annexes**

[Annex 1.2.A Evaluation of Teaching Staff](#)

Annex 1.2.B Electronic Student Portal <http://portal2.bas.edu.mk>

[Annex 1.2.C Monitoring Report on Administrative and Technical Services](#)

[Annex 1.2.D Semester Student Surveys](#)

[Annex 1.2.E Regular Meetings of the Quality Council](#)

[Annex 1.2.F Report from Lecture Visits](#)

Annex 1.2.G Accredited Programs <https://bas.edu.mk/studii/>

[Annex 1.2.H Self-Evaluation Report](#)

1.3. The institution's management demonstrates a strong commitment to the continuous development and enhancement of educational quality. A culture of coordination and collaboration is fostered among all stakeholders involved in the process. The institution actively promotes and ensures the participation of students, employers, and other relevant institutions or organizations in quality assurance and improvement initiatives.

Concrete examples and results, best practices;  
Relevant reports or recommendations;  
Examples of the involvement of students, employers and other relevant institutions/organizations in the quality assurance process.

**Business Academy Smilevski (BAS)** demonstrates a continuous and active commitment to the development and improvement of the quality of the educational process. This commitment is reflected not only through the

adoption of relevant policies and regulations but also through the daily practical implementation of the principles of transparency, inclusiveness, and partnership.

At the institutional level, a culture of coordination between academic staff, students, management, and administrative services has been established through:

- Regular meetings of academic bodies (Teaching Council, Expert Committees, Student Parliament);
- Involvement of students in self-evaluation and quality control committees (Annex 1.3.G);
- Organization of public debates and forums (Annex 1.3.H).

Through these mechanisms, participation of all stakeholders in the decision-making process is ensured, and suggestions from students and academic staff directly influence the improvement of the teaching process, digitalization, and organizational aspects of studying.

BAS actively promotes student involvement through the following activities:

- Regular surveys on the quality of teaching and administrative services (Annex 1.3.C);
- Organization of open days;
- Implementation of workshops with student participation (Annex 1.3.H).

BAS actively cooperates with companies, institutions, and organizations through:

- Memoranda of cooperation with chambers of commerce, private companies, and public institutions (Annex 1.3.C);
- Involvement of industry experts as guest lecturers (Annex 1.3.B);
- Organization of practical training and student visits, in collaboration with the Career Center (Annexes 1.3.A, 1.3.B, and 1.3.E);
- Surveys of graduates as part of a broader evaluation of study programs (Annex 1.3.G).

These activities represent good practice in establishing a close link between the Academy and the labor market, resulting in higher-quality and more relevant teaching, aimed at addressing the real needs of students and employers.

## **Annexes**

[Annex 1.3.A Activity Plan](#)

[Annex 1.3.B Report from the Career Center](#)

[Annex 1.3.C Cooperation Agreements with Partner organizations](#)

[Annex 1.3.D Student Participation in the Self-Evaluation Committee \(Decisions on Membership and Changes to Committee Members\)](#)

[Annex 1.3.E Specific Examples of Student Participation](#)

[Annex 1.3.F Student Internship Implementation Plan 2021-2025](#)

[Annex 1.3.G Self-Evaluation Report](#)

1.4. Within the institution, a dedicated body is responsible for the development and implementation of the quality assurance policy.	Act establishing the body; Reports on its work or minutes of the sessions held.
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Within Business Academy Smilevski – BAS, a formally established and active specialized body operates, responsible for the development and implementation of the quality assurance policy – the Quality Council. This body was established to provide strategic, professional, and operational guidance in the evaluation and continuous improvement of all academic and administrative processes.

The establishment of the Quality Council is regulated by a Decision of the Teaching Council (Annex 1.4.A), and the composition of its members is formalized through another decision of the Teaching Council (Annex 1.4.B), appointing representatives from the academic staff, administrative staff, and student representatives. These documents confirm that the body operates in accordance with the institutional structure and legal obligations. The authority of the Council is further supported by the provisions of the BAS Statute (Annex 1.4.C), which defines the governing bodies and their responsibilities in monitoring and developing quality. The work of the Council is based on the Quality Strategy (Annex 1.4.D), which establishes the vision, guidelines, objectives,

and indicators for measuring and improving the quality of the Academy and its supporting processes. The Council regularly holds meetings to review evaluation reports, results from student surveys, proposals for improvements, and the monitoring of the implementation of measures. The work of the Council is documented through Annual Quality Reports (Annex 1.4.E), which include analyses, findings, and recommendations, and serve as important tools for strategic planning and internal self-evaluation.

#### **Annexes**

[Annex 1.4.A Decision on the Establishment of the Quality Council](#)

[Annex 1.4.B Decision on Appointed Persons Responsible for Quality](#)

[Annex 1.4.C BAS Statute <https://bas.edu.mk/wp-content/uploads/2022/07/basstatut.pdf>](#)

[Annex 1.4.D Quality Strategy](#)

[Annex 1.4.E Annual Quality Reports from the Quality Council](#)

1.5. The institution regularly analyzes the information resulting from the quality assurance system, including statistical information, and takes measures to improve the study programs based on that information. The self-evaluation report is published on the institution's website.	Self-evaluation report conducted in the last five years; Action plan or other relevant document for the implementation of the conclusions and/or recommendations of the self-evaluations; Link to evaluation reports conducted in the last five years.
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Business Academy Smilevski – BAS has established a structured and analytical approach to utilizing information generated from the quality assurance system. This system enables the continuous improvement of study programs, the teaching process, and administrative services through evidence-based and timely decisions founded on objective data.

As part of the self-evaluation process, the Academy collects and analyzes data from various sources. The main sources include student surveys for the evaluation of teaching, institutional and program self-evaluation reports, as well as statistical analyses related to enrollments, graduations, academic performance, and alumni activities (Annex 1.5.A). These data serve as the foundation for identifying strengths, current challenges, and potential risks within processes.

These data are used to identify key strengths and challenges, as well as to define potential risks and priority areas for intervention. The analysis is conducted annually, but the data are also used for short-term measures within the ongoing academic year. Based on the results, recommendations are prepared by specific areas (Annex 1.5.A).

At the same time, the institution conducts detailed evaluations of academic staff to encourage changes and improvements in the teaching process, as stipulated by quality assurance standards in higher education. This evaluation is based on feedback from students as well as internal assessments of pedagogical approaches, achievements, and the professional conduct of the academic staff (Annex 1.5.A).

The aim of the evaluation is to obtain an objective overview of all key elements that a lecturer should possess when performing their duties, such as knowledge transferability, interactive teaching approaches, student accessibility, regularity, responsiveness, and academic ethics. The analysis of the collected data serves as a foundation for targeted development of individual and collective staff capacities (Annex 1.5.B).

Based on the results of this evaluation, the institution develops and implements professional development plans, which include thematic training sessions, professional seminars, and workshops (Annex 1.5.C). These activities aim to enhance the teaching process, promote applicable and innovative methods, and contribute to the continuous professional growth of the academic staff.

#### **Annexes**

[Annex 1.5.A Self-Evaluation Report](#)

[Annex 1.5.B Academic Staff Evaluation Report \(Survey Results and Analyses\)](#)

[Annex 1.5.C Reports on Conducted Professional Development Workshops for Academic Staff \(DEAN Workshop\)](#)

<p>1.6. Quality assurance within the institution is an ongoing process that extends beyond the External Assessment Report and the subsequent monitoring of the institution. The recommendations from the previous external assessment have been implemented, and the progress made since the last external assessment is clearly demonstrated.<sup>1</sup></p>	<p>External Assessment Report from the previous period; Action Plan; Report on measures taken and activities for the implementation of the Action Plan.</p>
<p>In the past five years, Business Academy Smilevski (BAS) has not been subject to external evaluation by the relevant quality assurance body for higher education. In anticipation of the upcoming external evaluation process, the institution has been actively developing its internal quality assurance system and establishing practices that will ensure full preparedness for the effective implementation of recommendations resulting from the external evaluation.</p>	
<p><b>Annexes</b> /</p>	

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<sup>1</sup> This indicator will be subject to assessment after the completion of the first External Assessment, i.e. during the next External Assessment of the institution.

**Standard 2****STANDARD 2: DESIGN AND APPROVAL OF PROGRAMMES**

INDICATOR	DOCUMENTATION
2.1. The institution has adopted act(s) or rules regulating the procedure for the development and approval of study programs for the first, second and third cycles of studies (if applicable).	Act regulating the issue;
<p>According to the Statute of Business Academy Smilevski – BAS, specifically Articles 118–122 (Annex 2.1.A), the design and development of study programs that are accredited and implemented at the institution are regulated. Additionally, the Rules of Procedure of the Teaching Council at BAS specifically define the competencies and procedures for approving the prepared study program dossiers. Finally, the entire procedure is governed by a dedicated rulebook, which outlines the steps in accordance with the prescribed regulations of the Republic of North Macedonia (Law on Higher Education, Official Gazette No. 82/2018, and Rulebook on the Methodology, Standards, and Procedure for Accreditation of Higher Education Institutions and Study Programs, Official Gazette No. 256/2022).</p>	
<p><b>Annexes</b>  <a href="#">Annex 2.1.A BAS Statute</a>  <a href="#">Annex 2.1.B Rules of Procedure of the Teaching Council</a>  <a href="#">Annex 2.1.C Rulebook on the Procedure for the Development and Approval of Study Programs for the First and Second Cycle of Studies</a></p>	
2.2. The content of the study programmes offered at the institution is well-structured and clearly described. It aligns with the objectives of the programme and supports the achievement of the intended learning outcomes. The objectives of the courses are defined and harmonized with the overall educational goals (learning outcomes). The study programmes are designed to facilitate the students' continuous development, enabling them to acquire academic knowledge and skills, including transferable skills that contribute to their personal growth and future professional development.	<p>Study Programs: All accredited study programs at the first, second, and third cycle (if applicable), including those conducted in the last five years, are submitted.</p> <p>Course Programs (Syllabuses): The syllabuses for all study programs and subjects are provided.</p> <p>Description of Determined Outcomes: A description of the defined learning outcomes for all study programs is included.</p> <p>Concrete Examples and Results, Best Practices:</p>
<p>Business Academy Smilevski – BAS Skopje offers accredited study programs for the first and second cycle of studies. The duration of the study programs at the first cycle is three years, while the second cycle lasts one year. Currently, BAS offers three study programs: Business Management and Marketing Management at the undergraduate level, and Strategic Human Resource Management at the postgraduate level.</p> <p>During the 2023/24 academic year, the accreditation of the Strategic Management program expired, and the Academy is currently undergoing the accreditation process for a new, modern, and updated study program in Strategic Management for Sustainable Development.</p> <p>Through its study programs, BAS provides a combination of theory and practice, work in small groups, with a special focus on teamwork and collaboration, especially emphasized through the case study problem-solving process.</p> <p>The study programs aim to meet the needs of the labor market for skilled professionals in management and marketing, the implementation of operational standards, process management, and the development of sustainable business models. Graduates have a high employability rate both nationally and internationally (Annexes 2.2.A, 2.2.B, 2.2.C, and 2.2.D).</p>	

The program aims to prepare managers and leaders who will contribute to the sustainable growth and development of organizations by applying contemporary management methodologies. In an environment of increasing ecological and economic challenges, the study programs respond to the needs of modern society for professionals capable of leading organizations toward long-term competitiveness and stability.

The course Program, whether for compulsory or elective subjects, have clearly defined objectives, intended learning outcomes, detailed chapter-by-chapter content, a thorough description of teaching and working methods, assessment methods, quality assurance measures, and lists of required and additional literature.

First cycle of studies:

<https://bas.edu.mk/studii/biznis-menadzment-2024/>

<https://bas.edu.mk/studii/marketing-menadzment/>

Second cycle of studies:

<https://bas.edu.mk/studii/pds-strategiski-menadzment-na-covecki-resursi/>

#### **Annexes**

[Annex 2.2.A Study Program Dossier with Course Program: Business Management](#)

[Annex 2.2.B Study Program Dossier with Course Program: Marketing Management](#)

[Annex 2.2.C Study Program Dossier with Course Program: Strategic Management](#)

[Annex 2.2.D Study Program Dossier with Course Program: Strategic Human Resource Management](#)

Annex 2.2.E Official Accreditation Documents for First and Second Cycle Study Programs <https://bas.edu.mk/za-bas-2/informacii-od-javen-karakter/>

2.3. The study programs respond to the development needs of society and the economy.

Concrete examples and results, best practices;  
Relevant reports or recommendations.

The study programs offer a combination of theoretical and practical knowledge for students, enabling them to integrate into any production or service system and address managerial challenges. In this way, they are trained to identify contemporary societal problems, opportunities, and threats, to develop creative solutions, and to apply them in meeting the needs of both clients and organizations, while considering all ethical, legal, and political aspects.

At the same time, the attitudes and opinions of students and lecturers at Business Academy Smilevski – BAS are continuously analyzed through surveys, the results of which indicate needs for changes that are successfully implemented within the study programs. Additionally, these needs are confirmed through the employment experiences of BAS students after graduation, as well as through experiences gained during student internships, which represent an integral element running parallel to the theoretical part of the studies. BAS students, during their three years of undergraduate studies, complete practical training lasting over 100 days across a wide range of companies and industries, with their development and skill acquisition carefully monitored and mentored by BAS faculty and collaborators. This significantly increases their integration into the labor market as well-rounded and highly sought-after professional business managers, ready to work from the very first day after graduation. This gradual development of specific, modern, and professional skills during the course of studies enables the fulfillment of the main objectives of the study programs.

Of particular importance is the development of the Practicum, prepared by students as a final project under the mentorship of a designated professor. The topics for the practicums are derived from specific problems or challenges presented by companies (our partner organizations), seeking concrete solutions from the students.

#### **Annexes**

Annex 2.3.A List of Partnerships and Collaborations <https://bas.edu.mk/partnerstva-sorabotki/>

Annex 2.3.B List of Erasmus Program Partners <https://bas.edu.mk/erazmus/>



<p>2.4. Study programs are developed and revised in collaboration with students and other relevant stakeholders, including the business community, government agencies, and other organizations. The information collected is carefully analyzed, and the program is adjusted to prevent obsolescence. This process fosters an efficient learning environment and provides strong student support.</p>	<p>Concrete examples and results of cooperation with students and other stakeholders, best practices; Relevant reports or recommendations; Minutes of meetings held with students and other participants in the process for the purpose of amending the study programs;</p>
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Following trends and modernizing study programs is one of the main priorities of Business Academy Smilevski – BAS, highlighted in its Development Strategy as an area to which special attention is devoted. For this purpose, during the preparation of dossiers for reaccreditation and accreditation of study programs, we mandatorily develop and conduct survey questionnaires for students, professors, partner organizations, and other stakeholders, whose responses and recommendations are of exceptional importance for designing new course contents that address current topics (Annex 2.4.A). In this way, the entire teaching staff is prepared to successfully manage the process of creating graduates who are in demand on the labor market and ready to start working from the first day after graduation.

BAS also establishes high-quality cooperation with a large number of organizations in the Republic of North Macedonia that serve as partners for the implementation of practical training. BAS has developed special practical training programs conducted both within and outside the academic year to strengthen the practical component of study programs and enable students to acquire practical knowledge and skills directly within real organizations (Annex 2.4.B).

The concept of practical training involves students attending between 4 and 8 hours of practical classes in a selected company one day per week during the semester, coordinated by an internal practical training coordinator. During the summer break, students undergo intensive practical training, attending at least 15 full working days in a partner organization between the first and second years, and between the second and third years. Students are required to maintain reflective journals during their field visits to partner organizations.

To ensure that managerial trends in the academic field are continuously followed, numerous scientific and professional gatherings are organized, where new domestic and international knowledge is shared, experiences are compared, and modern practices are accepted and adapted into the daily operations of organizations. Business Academy Smilevski – BAS has organized and co-organized many such gatherings, with insights and experiences gained integrated into teaching content through case studies, helping students better understand real-world practices and current trends within the academic context.

Of particular importance is the clinical teaching (Annex 2.4.C), where experts from the fields of management and marketing directly share their expertise with students during organized sessions, offering practical examples, discussing the challenges they face in their work, the trends they follow, and sharing a wealth of information invaluable to students.

The Board for Cooperation and Public Trust is actively involved in the process of accrediting new and reaccrediting existing study programs. Regular meetings are held where discussions focus on the contents of course Program, and suggestions for changes and innovations are made in line with the latest developments in the domestic and international markets (Annex 2.4.D).

#### **Annexes**

[Annex 2.4.A Survey Questionnaires \(attached documents\)](#)

[Annex 2.4.B List of Partner Organizations \(attached documents\)](#)

[Annex 2.4.C List of Clinical Experts \(attached document\)](#)

[Annex 2.4.D Report from the Meeting of the Board for Cooperation \(attached document\)](#)



2.5. The study programs use external expertise and references. The program is aligned with the best foreign practices and experiences.	Syllabuses for all study programs (with basic and additional literature); List of external/foreign teachers or experts involved in the study programs in the last five years. Specific examples of compliance of study programs with best foreign practices and experiences.
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The course Program, which are an integral part of the study program dossiers, are developed according to predefined criteria set out in the rulebooks for their preparation. This means that they are carefully designed in accordance with European standards, aiming to provide students with practical and applicable knowledge not only within the country but also abroad. Special attention is given to the intended learning outcomes, the competencies students will acquire, and the literature that will equip them with a solid theoretical foundation, which they will then have the opportunity to apply and confirm through practice (Annexes 2.5.A, 2.5.B, 2.5.C, and 2.5.D).

The turbulent environment of the 21st century demands modern, up-to-date, and applicable knowledge. Therefore, in the development of study programs, special emphasis is placed on the analysis and comparison with other study programs from the region and beyond, to confirm their justification and necessity (Annex 2.5.E).

#### **Annexes**

[Annex 2.5.A Course Program from the Business Management Study Program](#)

[Annex 2.5.B Course Program from the Marketing Management Study Program](#)

[Annex 2.5.C Course Program from the Strategic Management Study Program](#)

[Annex 2.5.D Course Program from the Strategic Human Resource Management Study Program](#)

[Annex 2.5.E Alignment with Other Study Programs \(attached documents\)](#)

2.6. Study programs clearly define the overall expected workload of the student and include well-structured external activities, such as training, practical work, and other activities that take place outside the institution but provide the student with field-specific experience. The workload is designed to allow students to participate in external activities during their studies. Practical teaching is appropriately accounted for in the workload, and its implementation is regularly monitored.	A report on the expected workload of students (for all study programs shown in the number of hours (teaching, classes, etc.), ECTS and expected workload for mastering the subject programs); A report on the inclusion of practical teaching in the subject or study programs; A report on implemented practical teaching and external activities (training, practical work and other activities that do not take place in the institution, but allow the student to gain experience in the field of his studies) in the last five years for all study programs.
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In the course Program of each study program, detailed in section 2.5 (Annex 2.5.A), the student workload is specifically explained according to the number of credits assigned to each course. For example, the course Personal Management, carrying 7 ECTS credits with a total of 189 hours, is distributed as follows: lectures – 24 hours; exercises – 24 hours; project assignments – 24 hours; and independent study – 117 hours.

In accordance with the laws on higher education, the study program, and the regulations governing the conditions and methods of study at Business Academy Smilevski – BAS, students are guaranteed participation in practical training. The practical training program foresees, during the first semester, a combination of laboratory exercises (Annex 2.6.A) simulating a real business environment and visits to partner organizations. Starting from the second to the sixth semester, students undertake field internships at one of the fifty Macedonian companies that are BAS partners (Annex 2.6.B).

The concept of practical training implementation includes: one working day per week during the semester, during which the student is required to attend between 4 and 8 hours of practical classes in a company selected by the internal practical training coordinator. During the summer break, students undergo a summer internship that consists of continuous practical training in a partner organization for a minimum of 15 working days between the first and second year, and between the second and third year.

The Internship Assignment Letter is issued by the Practical Training Coordinator. Upon completion of the internship, the student returns the Internship Completion Confirmation, which must be signed and stamped by the mentor from the partner organization or by the organization itself (Annex 2.6.C). The confirmation must be submitted to the Practical Training Coordinator.

Additionally, the Reflective Journal, signed and stamped by the mentor and the partner organization, must be submitted to the Practical Training Coordinator no later than the beginning of the examination weeks scheduled for the second midterms. The Reflective Journal must also be uploaded to the educational portal (Annex 2.6.D). At the end of the semester, students are required to complete and upload the Mentor Evaluation Form to the BAS educational portal. The entire procedure is described in the Practical Training Guide (Annex 2.6.D). Finally, the Practical Training Coordinator must submit a report containing all elements that were part of the previously presented, approved, and implemented work plan (Annex 2.6.E).

#### **Annexes**

[Annex 2.6.A Operational Program for the Implementation of Practical Training / Laboratory Exercises](#)

Annex 2.6.B List of Partner Organizations <https://bas.edu.mk/studii/karieren-centar-i-studentska-praksa/>

[Annex 2.6.C Internship Assignment Letter](#)

[Annex 2.6.D Sample Reflective Journal for Practical Training](#)

[Annex 2.6.E Practical Training Guide](#)

[Annex 2.6.F Field Student Practice Report](#)

2.7. The information about the study program published on the institution's website corresponds to the official records. The information is also published in the language in which the program is conducted.

Link to the website where the information is published.<sup>2</sup>

All information related to the study programs is published on the BAS website.  
The links for both cycles are provided in the annex.

#### **Annexes**

Annex 2.7.A First Cycle

Business Management – <https://bas.edu.mk/studii/biznis-menadzment-2024/>

Marketing Management – <https://bas.edu.mk/studii/marketing-menadzment/>

Annex 2.7.B Second Cycle

Strategic Human Resource Management – <https://bas.edu.mk/studii/pds-strategijski-menadzment-na-covecki-resursi/>

2.8. Higher education institutions monitor and periodically review their study programs to ensure they meet the established goals and address the needs of students and the community. The review process focuses on the continuous improvement of the study programs. All relevant stakeholders should be informed about the activities planned or undertaken as a result of the review.

Reports on teaching or information on monitoring teaching;  
Indicators and conclusions;  
Overview of revised study programs in the last five years with information on the nature of the change, the reasons for the changes implemented and the expected results.

According to the Law on Higher Education, a study program is valid for a period of five years. During the validity of a study program, research is conducted to identify innovations and new demands on the labor market, which must be incorporated either by updating existing course Program or by introducing entirely new ones.

Thus, in 2022, we introduced the Marketing Management study program, recognizing that marketing, and particularly digital marketing, is increasingly becoming an integral part of every company, enabling profit maximization by fully satisfying customer needs. Customers are gradually moving away from standardized

<sup>2</sup> The expert committee may request the coordinator at AKVO to compare the published information with the official records at AKVO.

products and increasingly demanding micro-segmentation and customized offerings tailored to individual and unique needs.

In 2023, we accredited the Strategic Human Resource Management study program for the second cycle of studies, integrating all recent developments and innovations in the field of human resources.

In 2024, we fully implemented the reaccreditation process for the Business Management study program, one of the most sought-after programs based on the professional profile students acquire upon successful completion. A large number of changes were introduced, reflecting important findings from regular meetings held by BAS with all stakeholders (partner organizations, mentors, clinical experts, the Board for Cooperation, and others).

All accreditations and official decisions for program implementation are properly published on the BAS website (Annex 2.8.A).

Each professor diligently records the classes they deliver for the current semester through the Moodle platform. On this platform, the instructor records student attendance, uploads essential materials in line with the operational program, provides additional literature, assigns tasks, records held sessions, administers midterms/exams, and uploads other materials as needed. Each student has an individual profile and access to each course through <http://portal2.bas.edu.mk/my/>.

#### **Annexes**

Annex 2.8.A Link to the BAS Website <https://bas.edu.mk/za-bas-2/informacii-od-javen-karakter/>

2.9. Statistical data (number of courses taught, number of students, grades, number and reasons for dropping out, etc.) are regularly monitored and systematically analyzed.

Statistical data (number of courses offered, number of students, average grades per course, number and reasons for dropping out, etc.) by academic year for the last five years.

The course Program implemented within the study programs are detailed in Annex 2.5.A.

The Business Management and Marketing Management study programs each consist of 37 course Program, while the Marketing Aspects of Human Resources study program includes 14 course Program and an additional management course for candidates coming from fields unrelated to management.

Business Academy Smilevski – BAS diligently maintains records on the number of enrolled and graduated students at both the first and second cycle of studies.

We are particularly pleased that from 2020 to today, the number of enrolled students has been steadily increasing (in accordance with the quotas approved during the accreditation of study programs).

Chronologically, the statistical data for enrolled students per academic year is as follows:

First Cycle:

2020/2021 – 64 students

2021/2022 – 85 students

2022/2023 – 140 students

2023/2024 – 133 students

2024/2025 – 119 students

Second Cycle:

2020/2021 – 42 students

2021/2022 – 42 students

2022/2023 – 42 students

2023/2024 – 80 students

2024/2025 – 42 students

Cumulatively, during the period 2020–2024, a total of 541 students were enrolled in the first cycle and 248 students in the second cycle.

The number of students who withdrew from their studies is minimal. According to shared information, the main

reasons are relocation abroad or family-related issues. No other types of reasons have been reported so far.  
The average grade per cycle and year is as follows:

First Cycle:

2020 – 8.90

2021 – 8.68

2022 – 9.17

2023 – 9.28

2024 – 9.31

Second Cycle:

2020 – 9.35

2021 – 9.14

2022 – 9.30

2023 – 9.51

2024 – 9.73

**Annexes**

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**Standard 3**

<b>STANDARD 3: STUDENT-CENTERED LEARNING, TEACHING, AND ASSESSMENT</b>	
<b>INDICATOR</b>	<b>DOCUMENTATION</b>
3.1. The institution has developed a mechanism that ensures that programs are delivered in a manner that motivates students to take an active part in creating the learning process and that student assessment reflects this process.	<p>A description of the teaching system at the institution level; Act/rules/Standards or Indicators for quality in teaching; Specific examples of active participation of students in the learning process.</p> <p>Business Academy Smilevski – BAS Skopje has established a system that ensures active student participation in the learning process through modern teaching methods, focused on practical training, interactive lectures, and project-based assignments. The programs are designed to encourage students to contribute with their own ideas, research, and critical thinking. Courses include case studies, simulations, discussions, and group work to foster independent thinking and problem-solving skills. Assessment is not based solely on exams but also includes continuous evaluation through project assignments, presentations, and participation in debates (<a href="http://portal2.bas.edu.mk">http://portal2.bas.edu.mk</a>).</p> <p>Lecturers are required to deliver their lectures in accordance with the course Program that are part of the respective study programs. A portion of the lectures may be conducted through clinical teaching by distinguished professionals from relevant fields of practice. Visiting lecturers from abroad may also be included in the educational process.</p> <p>Consultations are an integral part of the educational process, allowing students to clarify certain parts of the course material through direct contact with lecturers and associates to facilitate learning. Every lecturer and associate is required to hold consultations with students for four hours per week. The consultation schedule is published at the beginning of the academic year/semester on the portal.</p> <p>Seminar papers, homework assignments, and essays are prepared independently by students. Project assignments may be completed either individually or as group tasks involving several students. Fieldwork is conducted when specified in the course Program (Annexes 3.1.A, 3.1.B, 3.1.C, 3.1.D, 3.1.E, 3.1.F).</p> <p>Students work on real projects in collaboration with companies and institutions, enabling the direct application of acquired knowledge. In accordance with the BAS mission, practical training is integrated into the curricula and is implemented in cooperation with the business sector.</p> <p>Through surveys, student assemblies, and discussions, students provide suggestions for improving teaching methods. The academic staff actively guides students in their professional development through individual and group consultations. Students also actively participate in bodies such as the Teaching Council.</p> <p><b>Annexes</b>  <a href="#">Annex 3.1.A BAS Statute</a>  <a href="#">Annex 3.1.B Rulebook on the Conditions, Criteria, Procedure, and Rules for Enrollment and Study at the First Cycle of Studies at BAS</a>  <a href="#">Annex 3.1.C Rulebook on the Conditions, Criteria, Procedure, and Rules for Enrollment and Study at the Second Cycle of Studies at BAS</a>  <a href="#">Annex 3.1.D Rulebook on the Manner of Acquiring the Right, Application, Taking, Monitoring, Evaluation, Recording, and Storage of Student Exams at BAS</a>  <a href="#">Annex 3.1.E Rulebook on Practical Training at BAS</a>  <a href="#">Annex 3.1.F Study Guide</a></p>
3.2. The institution respects the diversity of students and their needs, allows for flexible learning approaches. Different models of teaching implementation are used where possible, as well as a variety of pedagogical	<p>A description of the implementation of teaching for each study program separately;</p> <p>A description of the methods of teaching for all study programs; Specific examples of innovative methods in teaching.</p>

methods.	
<p>Business Academy Smilevski (BAS) actively respects the diversity of students and their individual needs by enabling flexible approaches to learning. We apply various teaching models adapted to modern trends and student demands, using innovative pedagogical methods.</p> <p>Essentially, teaching at BAS is designed to provide direct access and work on practical examples, conducted in small groups of no more than 20 students per course. An additional innovation is the organization of teaching based on the principle "one subject – one day" — a weekly class schedule for a group of full-time students is provided in Annex 3.2.D.</p> <p>During classes, the following methods are used: illustrative and problem-based case studies, simulations of business meetings, financial planning, and resource management. Students also develop marketing strategies, simulate processes, and experience team dynamics within the Business Laboratory.</p> <p>Various models of teaching implementation are applied:</p> <ul style="list-style-type: none"> <li>• In-person classes in lecture halls – A traditional model with direct interaction between professors and students.</li> <li>• Work in small groups – Focused on practical and contemporary case studies.</li> <li>• Online sessions and webinars – Students can attend live lectures via platforms such as Zoom or Microsoft Teams.</li> <li>• Independent work and research – Students prepare research papers, analyses, and assignments with mentor support.</li> <li>• Practical work in companies – Each student is involved in practical work within partner organizations that have cooperation agreements with BAS.</li> </ul> <p>Specific examples of BAS's innovative methods/pedagogical approaches include:</p> <ul style="list-style-type: none"> <li>• Case Study Method</li> <li>• Game-Based Learning (Gamification)</li> <li>• Practical Simulations</li> <li>• Hackathons and Competitions</li> <li>• Working on real managerial challenges and problems (Practicums)</li> <li>• One Subject – One Day approach (Annex 3.2.D)</li> </ul>	
<p><b>Annexes</b></p> <p><a href="#">Annex 3.2.A Study Program Dossier for the First Cycle of Studies: Business Management</a></p> <p><a href="#">Annex 3.2.B Study Program Dossier for the First Cycle of Studies: Marketing Management</a></p> <p><a href="#">Annex 3.2.C Study Program Dossier for the Second Cycle of Studies: Strategic Management</a></p> <p><a href="#">Annex 3.2.D Study Program Dossier for the Second Cycle of Studies: Strategic Human Resource Management</a></p> <p><a href="#">Annex 3.2.E Class Schedule</a></p>	
<p>3.3. The institution regularly adapts its teaching methods. Teaching is based on interactive and student-oriented learning. The learning approach is focused on the student, the development of his/her skills and competencies. The approach is interdisciplinary, based on case studies adapted to the study cycle. The study program also includes project-based learning.</p>	<p>Examples of case studies used in teaching, implemented teaching projects or other methods relevant to the study program etc.;</p> <p>Examples/report on monitoring teaching and addressing weaknesses;</p> <p>Examples of adaptations made to teaching methods</p>

Business Academy Smilevski (BAS) applies a systematic approach for the regular adaptation of teaching methods, with the aim of continuously improving the quality of the teaching process. Teaching is organized in a way that allows for its adjustment based on the results of practical application, student feedback, and the development of contemporary pedagogical approaches.

The focus of this indicator is on the dynamic enhancement of teaching through interactive learning, student-centered learning, and the incorporation of the latest trends and research in education. To ensure effective learning, teaching at BAS is regularly analyzed, revised, and improved through the following mechanisms:

Systematic monitoring of teaching quality – through student evaluations and performance analyses.

Adaptation based on weakness analysis – if a certain method or approach is observed not to yield the expected results, corrections are made or alternative methods are introduced.

Illustrative and programmatic case studies – real-world business scenarios and examples used for analysis and discussion (Annex 3.3.A).

Project-Based Learning – students work on real projects aligned with market needs (Annex 3.3.A).

Student-centered approach – individualized approach, mentoring sessions, and support for competency development.

Interdisciplinary approach – connecting knowledge from various subjects for a comprehensive understanding of the topics.

#### **Annexes**

[Annex 3.3.A Examples of Case Studies Used in Teaching](#)

[Annex 3.3.B Report on Lecture Visits by the Quality Manager](#)

[Annex 3.3.C Student Evaluations of Teaching \(Sample\)](#)

[Annex 3.3.D Self-Evaluation Report](#)

3.4. All those involved in student assessment (teachers, colleagues, etc.) are familiar with existing testing and examination methods and receive support in developing their own skills in this field; assessment includes various formal assessment tools, laboratory exercises, assignments, projects, etc..	An overview of the methods of student assessment and examination for each subject in the study program with a presentation of various formal assessment tools, laboratory exercises, assignments, projects, etc.
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*This section is filled in by the higher education institution. The explanation of the fulfillment of the indicator should be specific, concise and supported by relevant facts, information, doc*

Overview of the methods of assessment and examination of students for each subject of the study program with a presentation of various formal assessment tools, laboratory exercises, assignments, projects, etc..

At Business Academy Smilevski (BAS), the student assessment process is systematically structured and aligned with modern educational standards. Assessment is transparent, objective, and focused on measuring the actual competencies of students. All lecturers, associates, and academic staff involved in the evaluation process are familiar with the existing testing methods and receive support for their improvement and adaptation. At BAS, student assessment is conducted in a systematic, transparent, and fair manner. Through continuous training of academic staff, the application of diverse testing methods, the use of modern digital tools, and the provision of both formative and summative assessments, the Academy ensures that students are evaluated not only based on their knowledge but also on their ability to analyze, apply, and think critically.

In doing so, BAS not only ensures quality in the assessment process but also prepares its students to become competent professionals in their future careers. To ensure transparency and fairness, BAS applies unified assessment criteria across all study programs. The criteria are predefined and made transparent to students, ensuring that every student clearly understands what is expected and the criteria on which they will be evaluated. Each lecturer must define in advance the weight (percentage) that different forms of evaluation contribute to the overall grade.

Key principles in the assessment process include:



Clear criteria – students are informed in advance about the assessment methods.  
 Formalized rules – through rulebooks, guidelines, and standards for evaluation.  
 Two-stage verification – a mechanism for appeals and grade review.  
 Specifically, according to the BAS Rulebook on Evaluation (Annex 3.4.A), students enrolled in the study programs are assessed through either two or three components:  
 Attendance and participation: 30 points (30% of the grade)  
 Two midterms worth 35 points each or one final exam worth 70 points (70% of the grade)  
 Or for courses that require the preparation of a project report:  
 Attendance and participation: 30 points (30% of the grade)  
 Two midterms worth 25 points each or one final exam worth 50 points (50% of the grade)  
 Project report: 20 points (20% of the grade)  
 A qualifying condition is that students must achieve at least 50% plus one point in each component to pass.  
 BAS actively uses modern online tools for testing, knowledge assessment, and preventing academic dishonesty. A key digital tool is the Moodle platform – for tests, assignments, and evaluations, available at <http://portal2.bas.edu.mk>.  
 Lecturers and associates at BAS who participate in the assessment process regularly undergo training on the latest methods and approaches in student testing and evaluation – DEAN Workshop (Annex 3.4.B). These trainings focus on how to apply various techniques for measuring knowledge, ensure fairness in assessment, and provide constructive feedback to students.  
 Through workshops, seminars, and experience-sharing among professors, the academic staff has the opportunity to enhance their skills in assessment. Special attention is given to the use of Bloom's Taxonomy when formulating exam questions, ensuring a balanced approach between questions that measure reproductive knowledge and those requiring analytical and critical thinking.

#### **Annexes**

[Annex 3.4.A Rulebook on the Procedure for Acquiring the Right, Registering, Taking, Monitoring, Evaluating, Recording, and Storing Student Exams at BAS](#)

[Annex 3.4.B Reports from the DEAN Workshops](#)

3.5. The criteria and methods for evaluating and assessing students are published and known in advance..	Link to a website or other document describing the criteria and methods of evaluation and assessment
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At Business Academy Smilevski (BAS), the criteria and methods for student evaluation and assessment are transparently defined and made known to students at the beginning of each academic year or course program. This is achieved through:  
 Clearly defined assessment criteria – Each course has specifically defined assessment criteria published in the course syllabus. Students are informed at the beginning of the semester about how they will be evaluated. These criteria cover all forms of assessment (exams, homework assignments, projects, class participation, etc.) and their respective weight percentages.  
 Example: The syllabus for the Human Resource Management course includes percentages for essay writing, class participation, and the final exam.  
 Publication of assessment methods – The assessment methods are clearly defined and published via the Moodle platform and the BAS website. Every student has access to this information before the start of lectures, allowing them to prepare for various forms of assessment (quizzes, tests, projects, etc.).  
 Example: The assessment method for the Fundamentals of Project Management course includes group practical projects, student presentations, and a final exam.  
 Transparency in evaluation – The assessment criteria and testing methods are clearly presented during the first lecture of each course. Students receive detailed information regarding the percentage value assigned to assignments, projects, and exams as part of their overall grade.

Example: Students are informed that the project will account for up to 20% of the overall grade, attendance for 30%, and the final exam for 50%.

Student feedback – Students receive regular feedback on their progress and fulfillment of assessment criteria. Through formative assessment methods such as regular quizzes, small tests, and project feedback, students are informed about their weaknesses and how to improve their skills before the final evaluation.

Assessment standards and guidelines – BAS uses formalized rules and standards for assessment, detailed in assessment rulebooks and guidelines for instructors, which are available to both faculty and students. This ensures that all instructors apply the same criteria and methods when assessing students.

Appeals and grade review mechanisms – Students have access to a clearly established mechanism for appeals and grade reviews. Every student has the right to file an appeal in case of disagreement with their assessment result, and the review is carried out by an independent instructor or committee.

Example: If a student believes their grade is unjustified, they have the right to submit an appeal and request a reassessment of their knowledge.

#### **Annexes**

Annex 3.5.A Link to the BAS Website – Digital Platforms (Moodle) <http://portal2.bas.edu.mk>

Annex 3.5.B Link to Course Program – <https://bas.edu.mk/studii/marketing-menadzment/>

Annex 3.5.C Direct Link to a Course Syllabus – [https://bas.edu.mk/dl/predmetni-programi/biznis-menadzment/02g03s\\_MCR\\_PredmetnaPrograma.pdf](https://bas.edu.mk/dl/predmetni-programi/biznis-menadzment/02g03s_MCR_PredmetnaPrograma.pdf)

#### Annex 3.5.D Student Guide

3.6. Assessment enables students to demonstrate the level of learning outcomes achieved. Students receive feedback which, where necessary, is linked to advice on further learning. Assessment is carried out consistently and fairly for all students, in accordance with existing procedures. Results meet the expected learning outcomes. The assessment method is adapted to the objectives of the courses. Where possible, assessment is carried out by multiple examiners.

Average grades achieved by students per subject for all study programs, per academic year for the last five years (if applicable);  
Information on the method of providing feedback to students in the assessment area;  
Specific examples of innovative approaches to assessment;  
Examples of subjects where assessment is conducted by multiple examiners.

At Business Academy Smilevski (BAS), the student evaluation process is designed to enable students to fully demonstrate their achievement of learning outcomes. Assessment is not only the final stage of the teaching process but also an active mechanism supporting the academic development of students.

Each student receives detailed feedback on their results, along with guidance and recommendations for improving their knowledge and skills. This allows them to better understand their progress and identify areas for improvement. Where needed, lecturers provide individualized advice and recommendations to further support each student's learning process, ensuring a personalized approach.

Assessment at BAS is conducted consistently and fairly for all students, fully aligned with established procedures and unified criteria. The process is structured to ensure that results reflect the expected learning outcomes and align with the objectives of each course. The forms of assessment are carefully adapted to the nature of the subject, ensuring that students have the best opportunity to demonstrate their competencies.

Additionally, wherever possible, assessment is carried out by multiple examiners, providing an additional layer of objectivity and transparency. This approach minimizes the risk of subjectivity and ensures a fair evaluation of student performance.

Through this systematic approach, BAS not only ensures quality and fairness in the assessment process but also actively contributes to the academic and professional development of its students.

At Business Academy Smilevski (BAS), the evaluation process is structured and analyzed through various

indicators to ensure its effectiveness and fairness toward students. The Academy regularly monitors and analyzes data related to assessment, ensuring transparency and continuous improvement of the teaching process.

To gain an overview of academic achievement, BAS maintains detailed records of average grades per subject across all study programs. These data are analyzed at the end of each academic year, covering the last five years (where applicable). Through this analysis, the institution identifies subjects where interventions or adaptations to teaching methods may be necessary.

(A tabular overview of the average grades per subject for the last five years and reports from the analysis of students' academic success.)

Feedback on assessment results is a crucial part of the teaching process. Students receive it through various channels:

- Individual comments from professors for each student.
- Automated feedback upon completion of exams.
- Publishing results with detailed feedback through the digital platform Moodle (Annex 3.6.A).
- Consultations with lecturers for additional clarifications and guidance.
- Review of tests and assignments with explanations of mistakes and opportunities for improvement.

BAS continually introduces innovative methods of assessment aimed at improving the measurement of students' knowledge and competencies:

- Project-based assessment – students work on real case studies and projects presented before a committee.
- Group presentations and debates – evaluation through interactive sessions where students demonstrate their analytical skills.
- Gamification and quizzes through digital tools – using platforms such as Kahoot, Google Forms, and similar tools to monitor continuous progress.
- Electronic evaluation with automated analysis – using plagiarism detection tools to ensure originality and detailed assessment of academic papers.

In certain subjects where objectivity and a multidisciplinary approach are required, assessments are conducted by multiple examiners. For example:

- Strategic Management – final projects are evaluated by at least two professors.
- Marketing – presentations and projects are evaluated by a panel composed of lecturers and industry practitioners.

## Annexes

[Annex 3.6.A Examples of Student Feedback Provided via the BAS Educational Portal](#)

[Annex 3.6.B Rulebook on the Procedure for Acquiring the Right, Registering, Taking, Monitoring, Evaluating, Recording, and Storing Student Exams at BAS](#)

3.7 The institution has a formal complaint procedure, including reporting of corruption by students of all types of studies. The system is functional and efficient.	<p>Act regulating the procedure for student complaints; Acts for preventing corruption in the institution;</p> <p>A list of student complaints submitted, including reports of corruption in the last five years, with a percentage of positively and negatively resolved complaints;</p> <p>A list of reports of corruption in the institution.</p>
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The appeals procedure is detailed in the Rulebook for First and Second Cycle Studies, which are available on the Academy's website (link: <https://bas.edu.mk/za-bas-2/informacii-od-javen-karakter/>), in the Student Guide (Annex 3.7.B), and on the Moodle platform (link: <http://portal2.bas.edu.mk>).

Students have the opportunity to submit a written appeal to the Appeals Committee, which is obligated to review all submissions within a defined timeframe.

For additional efficiency, BAS has established a digital system for submitting appeals via email (email:

[prijavikorpucija@bas.edu.mk](mailto:prijavikorpucija@bas.edu.mk)) or through the student portal, ensuring discretion and the protection of student identities.

Additionally, students can submit anonymous complaints through a specially designed complaint box, which is regularly reviewed by designated staff members.

The Appeals Committee is composed of academic and administrative staff, who, based on the collected evidence, make a decision for each case. For cases involving potential corrupt activities, the Academy acts in accordance with the applicable legal regulations, and the reports are forwarded to the competent authorities for further review.

**Annexes**

[Annex 3.7.A BAS Statute](#)

[Annex 3.7.B Student Guide](#)

STANDARD 4: STUDENT ADMISSION, PROGRESSION, RECOGNITION AND CERTIFICATION	
INDICATOR	DOCUMENTATION
4.1. The higher education institution shall properly implement the previously established and published regulations covering all phases of study, i.e. enrolment, progress during studies, diploma and certificates. The regulations shall be publicly available.	Act regulating the issue; Link to the announcement's website.
<p>In accordance with BAS's internal systematization and rulebooks, the regulations covering all phases of study are elaborated and set forth in the respective rulebooks according to the study cycles. Specifically, the regulations regarding enrollment, criteria and conditions, procedures, and study rules for the first (Annex 4.1.A) and second cycle (Annex 4.1.B) at BAS are prescribed in the corresponding rulebooks, which are published and publicly available on the BAS website under the section "Public Information" – link: <a href="https://bas.edu.mk/za-bas-2/informacii-od-javen-karakter/">https://bas.edu.mk/za-bas-2/informacii-od-javen-karakter/</a>.</p> <p><b>Annexes</b></p> <p><a href="#">Annex 4.1.A Rulebook for the First Cycle of Studies at BAS</a></p> <p><a href="#">Annex 4.1.B Rulebook for the Second Cycle of Studies at BAS</a></p>	
4.2. The institution has developed a functional procedure and/or tools for collecting and monitoring student progress and acts on the information received.	Information on the existence of appropriate tools for monitoring student progress; Proof that the system is functional.
<p>The monitoring and recording of student progress at Business Academy Smilevski (BAS) is conducted in accordance with the framework provided by the Law on Higher Education (Official Gazette No. 82/2018) and the rulebooks for the first (Annex 4.1.A) and second cycle (Annex 4.1.B) of studies.</p> <p>According to the prescribed procedures for enrollment and student progress, BAS maintains a Register Book of Enrolled Students, a Main Book of Graduates, and an individual file for each student.</p> <p>An active tool used by BAS for more than 13 years is the online educational portal based on the Moodle platform, through which materials, literature, assignments, exercises, and similar study-related content are shared, while also serving for knowledge assessment.</p> <p>The Moodle platform enables smooth monitoring of each student's progress by course and across the entire curriculum, allowing appropriate evaluation and timely, relevant feedback for each planned course activity.</p> <p>As proof of the system's functionality:</p> <p>Annex 4.2.A shows an excerpt from a completed course where student progress and final grades are clearly tracked.</p> <p>Annex 4.2.B presents an excerpt from a "digital" student file, showing grades and an overview of completed courses in accordance with the study program.</p> <p>The data obtained from tracking student progress are used for further administrative actions, such as:</p> <ul style="list-style-type: none"> <li>• Recording grades in the student's official file,</li> <li>• Completing exam applications,</li> <li>• Updating the student index,</li> <li>• Confirming and signing the student index.</li> </ul> <p>The BAS electronic educational portal is available at: <a href="http://portal2.bas.edu.mk">http://portal2.bas.edu.mk</a>.</p> <p>BAS employs two full-time administrators for the Moodle platform, and all academic staff (internal and external) are properly trained to use it.</p> <p>Additionally, BAS is developing and implementing a separate Management Information System (MIS) to further deepen the digital transformation of student progress tracking.</p> <p>Currently, this system is used for recording personal data in accordance with legal regulations and BAS's internal rulebooks, mainly for internal processes. In the next development phase, the system will include a digital student file with grades and academic progress information.</p>	

This system is currently accessible at: <https://bas.classter.com>, and a full-time administrator is responsible for its management and updating.

#### **Annexes**

[Annex 4.2.A Excerpt of Course Grades from Moodle \(MVN-R-SK-2223 Grades\)](#)

[Annex 4.2.B Excerpt of Student Grades from Moodle](#)

[Annex 4.2.C Screenshots from Parts of the MIS Software Tool \(Classter\)](#)

4.3. The higher education institution has developed a procedure for the recognition of periods of study and prior learning, which includes the recognition of non-formal and formal learning, of students during their studies, including during student mobility.

Act regulating the issue;  
List of students whose non-formal and formal learning, including during mobility, has been recognized, for the last five years.

The procedure for recognizing periods of study and prior learning at Business Academy Smilevski (BAS) is regulated in accordance with the Law on Higher Education (Official Gazette No. 82/2018) and the ECTS Rulebook (Annex 4.3.A), which is published on the BAS website under the section "Public Information" (link: <https://bas.edu.mk/za-bas-2/informacii-od-javen-karakter/>).

To implement the procedure and apply the ECTS Rulebook, BAS has established a special ECTS Transfer Committee.

Annex 4.3.B provides a table, i.e., a list of students who have had their formal and non-formal learning recognized, including recognition during completed mobility programs, over the past five years.

#### **Annexes**

[Annex 4.3.A ECTS Rulebook of BAS](#)

[Annex 4.3.B List of Students with Recognized Learning According to ECTS](#)

4.4. Upon completion of their studies, students receive Documentation that clarifies the acquired qualification, competencies and learning outcomes, the level, content and status of the successfully completed studies. Documentation is clear, understandable and comprehensive.

Diploma, certificate and diploma supplement

The diploma (Annexes 4.4.A and 4.4.B), certificate (Annexes 4.4.C and 4.4.D), and diploma supplement (Annex 4.4.E) at Business Academy Smilevski (BAS) are prepared and issued in accordance with the Law on Higher Education (Official Gazette No. 82/2018) and the Rulebooks on the Format and Content of Diplomas, Diploma Supplements, and Other Official Documents (Official Gazette No. 102/2018 and Official Gazette No. 67/2025). Additionally, they are regulated by the Internal Rulebook of BAS for Diplomas, Diploma Supplements, and Other Official Documents, available on the BAS website under the "Public Information" section (link: <https://bas.edu.mk/za-bas-2/informacii-od-javen-karakter/>).

Additional information:

Following the adoption of the new Rulebook on the Content and Format of Diplomas and Other Official Documents (Official Gazette No. 67 of 28.03.2025), BAS prepared a new internal rulebook and made the corresponding adjustments to the documents according to the new criteria.

At the time of writing this document, the new rulebook is in the approval process by the Teaching Council and the Founding Body of BAS.

The adjusted and updated versions of the diploma, certificate, and diploma supplement, according to the new rulebook (Official Gazette No. 67 of 28.03.2025), are provided in Annexes 4.4.F, 4.4.G, 4.4.H, 4.4.I, and 4.4.J.

#### **Annexes**

[Annex 4.4.A Diploma for Completed First Cycle of Studies at BAS \(Old Rulebook\)](#)

[Annex 4.4.B Diploma for Completed First Cycle of Studies at BAS \(Old Rulebook\)](#)

[Annex 4.4.C Certificate of Passed Courses for the First Cycle of Studies at BAS \(Old Rulebook\)](#)

[Annex 4.4.D Certificate of Passed Courses for the Second Cycle of Studies at BAS \(Old Rulebook\)](#)

[Annex 4.4.E Diploma Supplement for the First Cycle of Studies at BAS \(Old Rulebook\)](#)

[Annex 4.4.F Diploma Supplement for the Second Cycle of Studies at BAS \(Old Rulebook\)](#)

[Annex 4.4.G Diploma for Completed First Cycle of Studies at BAS \(New Rulebook 2025\)](#)

[Annex 4.4.H Diploma for Completed Second Cycle of Studies at BAS \(New Rulebook 2025\)](#)

[Annex 4.4.I Certificate of Passed Courses for the First Cycle of Studies at BAS \(New Rulebook 2025\)](#)

Annex 4.4.J Certificate of Passed Courses for the Second Cycle of Studies at BAS (New Rulebook 2025)  
Annex 4.4.K Diploma Supplement (New Rulebook 2025)



STANDARD 5: TEACHING STAFF <sup>3</sup>	
INDICATOR	DOCUMENTATION
5.1. The higher education institution ensures the engagement of competent teaching staff for the delivery of its study programs. The qualifications of the teaching staff are aligned with the profile and concept of the study programs, as well as the requirements of the designated teaching subjects.	<p>Biographies of engaged teaching staff of all study programs in Europass format (with information for the last five years, profile information including completed study cycles and acquired title, data on accomplished scientific research work and results);</p> <p>Decisions on appointment to title;</p> <p>Overview of subjects taught by the staff in the past five years in all study cycles of the institution (displayed individually and in alphabetical order of the surname of the employee/engaged person).</p>
<p>The teaching staff at Business Academy Smilevski (BAS) consists of 10 full-time lecturers (Annex 5.1.E). Among them, 6 lecturers hold the title of Professor at a Higher Vocational School, 3 lecturers hold the title of Senior Lecturer, and 1 holds the title of Lecturer at a Higher Vocational School (Annex 5.1.A).</p> <p>BAS has an experienced and competent academic team that transfers contemporary knowledge to students, gained through formal education channels, rich informal education, participation in conferences and academic events, project involvement, and scientific research activities.</p> <p>When hiring teaching staff, BAS fully respects the provisions of the Law on Higher Education (LHE), specifically Articles 169, 171, 172, and 173. Staff recruitment was conducted through publicly announced Calls for Applications, and each candidate was required to complete a habilitation workshop (an institutional practice involving a teaching session evaluated by students and a BAS teaching staff representative) as part of the employment conditions at BAS.</p> <p>The teaching staff is selected across eight teaching fields: Operational Management, Strategic Management, Human Resource Management, Project Management, Economics, Marketing, Entrepreneurship, and Organizational Behavior and Communication. This ensures substantial coverage of the courses included in the first and second cycle study programs (Annex 5.1.B).</p> <p>Following the amendments and the new Frascati Manual 2024, all staff areas of appointment have been aligned with the updated Frascati classification. According to this alignment, eight lecturers are selected in the field of Management and Business, and two lecturers in the field of Marketing (Annex 5.1.C).</p> <p>For the teaching courses requiring additional teaching staff, BAS applies the provisions of the Law on Higher Education (Official Gazette of the Republic of Macedonia No. 82/18), Article 179, and based on Article 154, paragraph 1 of the BAS Statute, related to general academic cooperation among higher education institutions in the Republic of North Macedonia.</p> <p>Between 2020 and 2025, four lecturers from other higher education institutions (HEIs) were engaged at BAS (Annex 5.1.D).</p> <p>The engagement procedure was fully conducted according to Article 179 of the LHE.</p> <p>The teaching workload is regulated by the LHE, ensuring that no lecturer teaches more than four courses per semester for the first cycle of studies and two courses per semester for the second cycle of studies (Annex 5.1.D).</p> <p>According to Article 181 of the LHE, BAS also engages distinguished practitioners for certain courses. Between 2020 and 2025, 17 distinguished practitioners were engaged for 12 courses (Annex 5.1.F).</p> <p>With this composition of employed staff, BAS provides a high-quality teaching workforce that is fully aligned with the profile and concept of the first and second cycle study programs.</p> <p>All Calls for Applications are published in the BAS Bulletin on the website, accessible via: <a href="https://bas.edu.mk/novosti-i-soopshtenija/bas-bilten/">https://bas.edu.mk/novosti-i-soopshtenija/bas-bilten/</a>.</p> <p>Additionally, all documents related to teaching staff are published on the BAS staff profile page at: <a href="https://bas.edu.mk/za-bas-2/bas-kadar/">https://bas.edu.mk/za-bas-2/bas-kadar/</a>.</p>	
<p><b>Annexes</b></p> <p><a href="#">Annex 5.1.A Professional Biographies of BAS Academic Staff in Europass Format</a></p> <p><a href="#">Annex 5.1.B Decisions on Appointment to Academic Titles for BAS Teaching Staff – Old Frascati Classification</a></p>	

<sup>3</sup> Refers to persons elected to teaching-scientific, teaching-professional, scientific, teaching and associate positions, who perform higher education activities.

[Annex 5.1.C Decisions on Alignment of BAS Teaching Staff Appointments – New Frascati Classification](#)

[Annex 5.1.D List of Teaching Staff Engaged from Other Higher Education Institutions \(HEIs\)](#)

[Annex 5.1.E List of Courses per Lecturer for the First and Second Cycle of Studies](#)

[Annex 5.1.F List of Distinguished Practitioners for the Period 2020–2025](#)

[Annex 5.1.G M1/M2 Forms for Teaching Staff](#)

5.2. The published works of the teaching staff in reference scientific publications in the last 5 years are relevant and contribute to the development of quality studies, that is, the scientific field.	Overview of the number of published papers in reference scientific publications (in accordance with Art. 2, item 21 of the Higher Education Act) of the teaching staff in the last five years, presented grouped by categories provided for in Art. 2, item 21 (A-F) of the Higher Education Act. For each category, the results are presented in alphabetical order of the surname of the employee/engaged person as well as the total number of papers for the higher education institution; List of published papers in reference scientific publications with a link to the publication/paper.
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During the period from 2020 to 2025, Business Academy Smilevski (BAS) has recorded significant productivity in the field of scientific research. Over the past five years, BAS has published 57 scientific papers (Annex 5.2.A). All published papers correspond with the study programs for the first and second cycle of studies, and the teaching staff continuously develops their expertise in the fields in which they are appointed, at their respective academic ranks.

This contributes to higher quality teaching for students and the enrichment and modernization of practical examples shared during the learning process.

BAS is also a co-organizer of the International Scientific Conference "Contemporary Management Challenges and Organizational Sciences," which is the primary source of scientific publications by BAS academic staff.

The conference is held every two years with a specific thematic focus, selected by the International Program Board.

In 2020, the sixth international scientific conference was held with the theme: "Digitalization and Cybersecurity as Managerial Challenges."

In 2022, the seventh international scientific conference focused on: "Academic and Managerial Challenges, Achievements, and Lessons Learned from Transition Economies."

In 2024, the eighth international scientific conference focused on: "Education and Business in the Era of Global Megatrends," within which a special workshop was held on "The Transition from Industry 4.0 to Industry 5.0" led by Gyoergy Horvath from the Fraunhofer Institute for Systems and Innovation Research ISI.

The conference features an International Program Board composed of members from 12 different countries, including one academic holding an Emeritus title.

The conference is particularly important for second-cycle (graduate) students, who, together with their mentors, have the opportunity to present the research results of their specialist theses (Annexes 5.2.B and 5.2.C).

Given that the mission of BAS's international conference is the exchange of new ideas and approaches to specific managerial challenges related to competitiveness—through the presentation of contemporary research results in organizational sciences, management, economics, information sciences, and education—the sharing of research outcomes plays a major role in the development of the BAS academic staff and enriches the case study resources used during teaching.

The overall publishing activities at BAS are conducted in accordance with the Publishing Activity Rulebook (Annex 5.2.G).

Publishing activities include the publication of textbooks, study materials, studies, journals, annuals, proceedings, and other reference literature, promotional materials, forms, templates, and other materials needed for BAS's operations.

BAS is also the organizer of the Symposium "Management and Contemporary Practices."

During the period from 2020 to 2025, the seventh Symposium was held in 2021, in which BAS students also actively participated (Annex 5.2.D).

## **Annexes**

[Annex 5.2.A Table of Published Papers for the Period 2020–2025, by Year and Alphabetical Order of Staff Members' Surnames](#)

[Annex 5.2.B Reports from the Last Three International Scientific Conferences "Contemporary Management Challenges and Organizational Sciences"](#)

Annex 5.2.C Link to Published Conference Proceedings Collections Referenced in Annex 5.2.B: <https://basim.edu.mk/konferencii/>

Annex 5.2.D Link to the Publishing Activity Rulebook: <https://bas.edu.mk/wp-content/uploads/2024/04/pravilnikizdavackadejnost.pdf>

Annex 5.2.E Link to the Proceedings of the Seventh BAS Symposium: <https://bas.edu.mk/books/zbornik-na-trudovi-sedmi-struchen-simpozium-menadzmentot-i-sovremenite-praktiki/>

5.3. The workload of the teaching staff is balanced and aligned with legal provisions. Teaching staff are engaged in a manner that ensures the number of teaching hours per year is adequate for delivering quality education.

Overview of Teaching Hours and Subjects: A detailed report showing the number of classes conducted by each teaching staff member and the subjects they taught, organized individually and listed alphabetically by surname. This report should cover all study cycles (first, second, and third, if applicable). The report should consider the application of Article 161, paragraphs 9 and 10 of the Higher Education Act<sup>4</sup>.

Decisions on work schedules and work assignments for all study cycles in the last five years;

Reports on teaching conducted for all study cycles in the last five years (if applicable);

Proof that the institution has at least 10 people in teaching and research positions in full-time employment.

When designing teaching plans and determining the workload of the academic staff, Business Academy Smilevski (BAS) carefully follows the criteria set out in Article 161, paragraphs 9 and 10 of the Law on Higher Education (LHE).

The tables provided in Annex 5.3.A present an example for the 2023/2024 academic year, where it can be seen that full-time academic staff at BAS teach between 3 and 8 courses at the first cycle and between 0 and 3 courses at the second cycle of studies, with a weekly teaching load per course between 1 and 3 hours.

This situation has been relatively consistent in previous academic years included in this self-evaluation.

The tables in Annex 5.3.A refer to courses implemented throughout the entire academic year, covering both the winter and summer semesters.

It is ensured that the total weekly teaching load does not exceed 8 hours.

According to the tables, the teaching load ranges between 2 and 7 hours per week.

The workload is carefully developed and calculated according to the accreditation dossiers of the accredited first and second cycle study programs.

These tables are provided in Annex 5.3.B, and the accreditation dossiers are properly archived and available for inspection upon request.

Additionally, we are submitting the approved teaching calendars and the approved teaching coverage plans for the 2023/2024 academic year (Annexes 5.3.C and 5.3.D).

At the time of compiling this Report, BAS employs ten full-time academic staff members with teaching and research titles.

As proof, the M1-M2 forms for the full-time academic staff at BAS are provided in Annex 5.3.E.

#### Annexes

[Annex 5.3.A Overview of the Number of Teaching Hours per Lecturer per Course](#)

[Annex 5.3.B Table of Total Teaching Hours per Lecturer and Teaching Group](#)

[Annex 5.3.C Calendars for Winter and Summer Semesters 2023–2024](#)

[Annex 5.3.D Approved Teaching Coverage Plan for the 2023–2024 Academic Year](#)

[Annex 5.3.E M1/M2 Forms for Full-Time Academic Staff at BAS](#)

The higher education institution maintains clear, transparent, and fair recruitment processes, ensuring that working conditions acknowledge the significance of teaching. Recruitment is based on academic qualifications and merit, providing equal opportunities to all candidates. The institution's practices align

Institutional act (for example, the Rulebook for selection in teaching-scientific titles that is applied or another act that regulates the procedure and criteria for selection in teaching-scientific, teaching-professional, scientific, teaching and associate titles);

Overview of persons selected in teaching-scientific, teaching-professional, scientific, teaching and associate titles (with an overview of the number of candidates who applied, the number of candidates who were selected and the

<sup>4</sup> A person elected to a teaching-scientific and teaching title during one semester of the academic year may teach a maximum of four subjects in the first cycle of studies, at one or more universities, and a maximum of four subjects in the second cycle of studies, at one or more universities.

with the established criteria.	number of persons who were not selected for all competitions in the last five years). Link to the Bulletin in which reviews for the selection of teaching staff are published with page numbers.
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The employment of academic staff, as well as the procedures for selection, re-selection, and promotion of lecturers at Business Academy Smilevski (BAS), is conducted based on the provisions of the Law on Higher Education (LHE), the BAS Statute, the Rulebook on Internal Organization and Systematization of Job Positions and Functions at BAS, the BAS Organizational Chart, and the Rulebook for Academic Title Selection at BAS.

The overview of staff appointed to academic titles during the 2020–2025 period confirms that transparent processes in compliance with legal regulations have been implemented regarding staff promotion, selection to higher academic titles, and new staff employment, with all processes based on academic qualifications and merit, ensuring equal opportunities for all candidates.

BAS places particular emphasis on timely execution of procedures while fully respecting all legal provisions of the LHE.

Between 2020 and 2025, the following calls for applications were published:

*In 2021, two Calls were published:*

Call for re-selection of one full-time lecturer in all academic titles in the field of Entrepreneurship.

One candidate applied: Mr. Gorazd Smilevski.

One candidate was selected: Gorazd Smilevski, promoted to the title of Senior Lecturer in Entrepreneurship.

Call for promotion of one full-time lecturer to a higher title in the field of Operational Management.

One candidate applied: Mr. Ivan Gjorgjievski.

One candidate was selected: Ivan Gjorgjievski, promoted to Senior Lecturer in Operational Management.

*In 2022, one Call was published:*

Call for selection of one lecturer in all academic titles for the field of Economics and Marketing.

One candidate applied: Dijana Ivanovska-Przho.

One candidate was selected: Dijana Ivanovska-Przho, appointed as Professor in the field of Economics and Marketing.

*In 2023, three Calls were published:*

Call for promotion of one full-time lecturer to a higher academic title in the field of Organizational Behavior and Communication.

One candidate applied: Biljana Galovska.

One candidate was selected: Biljana Galovska, promoted to Senior Lecturer in Organizational Behavior and Communication.

Two Calls for selection of one lecturer each in the field of Human Resource Management.

No candidates applied for these two Calls.

*In 2024, one Call was published:*

Call for selection of one lecturer for each of the following fields:

Marketing Management (full-time),

Human Resource Management (full-time),

Business Management (full-time),

Strategic Management (full-time),

Entrepreneurship (full-time),

Business Communication (full-time),

Mathematics (full-time),

Other.

One candidate applied: Aneta Shikaleska.

Candidate Aneta Shikaleska was selected.

The review committee appointed her to the title of Professor in the field of Mathematics.

*In 2025, one Call was published:*

Call for selection of:

A lecturer in Economics (full-time), and

A lecturer in Human Resource Management (full-time).

One candidate applied: David Saltamarski.

One candidate was selected: David Saltamarski, appointed to the title of Lecturer in the field of Economics.

BAS consistently monitors all changes in the Law on Higher Education and ensures their faithful implementation, including revisions of the institution's internal regulations, academic title selection processes, and human resources policies, thereby guaranteeing equal opportunities for all.

Following the amendments to the LHE dated April 19, 2024, and the amendments to the Regulation on Defining Scientific Research Fields (Third Level Fields), BAS aligned its staff appointment processes accordingly.

Additionally, BAS has designated specific coordinators for field student practice, ensuring proper organization and traceability of the practical training process.

This is achieved through a structured Practical Training Program for students, conducted in a large number of organizations in Bitola, Prilep, and Skopje.

#### Annexes

Annex 5.4.A Statute of Business Academy Smilevski – BAS

<https://bas.edu.mk/wp-content/uploads/2022/07/basstatut.pdf>

Annex 5.4.B Organizational Chart of BAS

[https://bas.edu.mk/wp-content/uploads/2022/07/bas\\_organigram2022.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/bas_organigram2022.pdf)

Annex 5.4.C Rulebook on Internal Organization and Systematization of Job Positions and Functions at BAS

<https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzasistemizacija.pdf>

Annex 5.4.D Rulebook on Academic Title Selection at Business Academy Smilevski – BAS

<https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzaizborvozvanje.pdf>

Annex 5.4.E Report on the Appointment of a Lecturer to an Academic Title

<https://bas.edu.mk/wp-content/uploads/2025/02/referat-david-saltamarski.pdf>

Annex 5.4.F Link to the BAS Bulletin on the Website

<https://bas.edu.mk/novosti-i-soopshtenija/bas-bilten/>

5.5. The institution has established a procedure to ensure suitable working conditions for its teaching staff. This includes providing appropriate IT equipment, access to relevant electronic databases related to their field or study program, adequate spatial conditions, and other necessary resources to support their work.

Institutional act or other act regulating the provision of appropriate working conditions for teaching staff;  
Inventory of functional IT, laboratory, etc. type of equipment in the institution;  
Inventory of IT, laboratory, etc. type of equipment in the institution, provided in the last five years (with the value of the equipment and the source of financing);  
Overview of relevant electronic databases in the field/study program to which access is provided in the institution;  
Overview and description of spatial conditions for the implementation of the study programs.

According to the Statute of BAS (Annex 5.5.A), and through cooperation with a competent institution in the field of Occupational Safety and Health (OSH), Business Academy Smilevski (BAS) regularly organizes training for its administrative and academic staff.

Annex 5.5.B provides a specific example of compliance with OSH requirements and standards, specifically a report on the risk assessment conducted for various workplaces.

Business Academy Smilevski is equipped with appropriate and modern equipment and teaching resources necessary for carrying out higher education activities.

The type, number, and purpose of these resources comply with the standards and regulations prescribed by the Law on Higher Education (LHE).

Annex 5.5.C provides the inventories of functional equipment along with the sources of funding for their acquisition.

BAS has designated location coordinators responsible for managing facilities and equipment at its two locations: Skopje and Bitola.

These coordinators are tasked with the continuous monitoring, maintenance, repair, and replacement of inventory and technical equipment to maintain the quality of teaching and staff work.

All procurement over the last five years has been funded from BAS's own financial resources.

Both students and staff have access to the electronic educational portal (<http://portal2.bas.edu.mk>), which houses a database of available and relevant literature related to the study programs.

Additionally, BAS academic staff, through programs for literature renewal or scientific research activities, may request from the Academic Council or BAS management access to any global and relevant electronic databases



associated with BAS's fields of study.

Currently, the BAS academic staff utilize open-access databases such as scholar.google.com, researchgate.com, and academia.com.

Moreover, BAS is actively working to establish collaborations with reputable electronic databases such as EBSCO and similar platforms.

The total space across both BAS locations amounts to 1,520.475 m<sup>2</sup>, distributed as follows:

Skopje: 448.83 m<sup>2</sup>

Bitola: 1,071.645 m<sup>2</sup>

A detailed breakdown of the facilities and spatial conditions is provided in Annex 5.5.D.

#### **Annexes**

[Annex 5.5.A Statute of BAS](#)

[Annex 5.5.B Workplace Risk Assessment Report](#)

[Annex 5.5.C Inventory of Functional Equipment and Information Technology with Sources of Funding](#)

[Annex 5.5.D Overview and Description of BAS Facilities and Spatial Conditions](#)

5.6. The institution provides opportunities for the professional development of its teaching staff and actively motivates them to advance their expertise. It regularly organizes training sessions aimed at enhancing proactive and innovative teaching methods, as well as improving pedagogical and technical skills. Additionally, the institution consistently monitors the technical competencies of its teaching staff.

Institutional act or other act regulating the professional development of teaching staff.

List of trainings for teaching staff in the function of developing proactive and innovative teaching methods implemented in the last five years and financed by the institution with a list of participants and program;

List of trainings for teaching staff in the function of developing proactive and innovative teaching methods implemented in the last five years financed by other institutions/organizations with a list of participants and program.

Specific examples and results, best practices for motivating teaching staff in the last five years;

Report/analysis on the technical skills of teaching staff (if applicable).

Business Academy Smilevski (BAS) has consistently contributed to the improvement of teaching processes through the professional development of its staff over the years (Annex 5.6.A).

Alongside the encouragement of scientific and research activities as a key component of staff development, BAS strives to maintain high standards and enhance the quality of higher education.

To this end, BAS continuously organizes training sessions, workshops, and professional development programs that contribute to the modernization of teaching methods and the improvement of competences, especially in the use of digital tools.

A unique workshop aimed at modernizing and improving teaching practices is the DEAN workshop (Didactics for Effective Academic Teaching). This workshop focuses on sharing best practices, promoting the full utilization of digital infrastructure (Moodle, software, and AI tools), and introducing unified standards for student assessment. In parallel, the academic staff participates in projects aimed at developing soft skills, organized and implemented by external institutions such as: the Ministry of Education and Science and the World Bank, the IPA project – G.E.M.S. (Green Employment Stimulus), which significantly enhanced the green competences of the academic staff, mentoring support at the Innovation Camp organized by Junior Achievement, which improved mentoring processes, and the application for projects within and beyond the Erasmus+ program, thereby strengthening competences in project management.

Each BAS lecturer is entitled to use one day per week for professional development activities and an additional five (5) working days of paid leave for engagements that positively influence their professional advancement.

Doctoral candidates are provided with full technical support during their doctoral studies.

BAS fully covers training costs for the professional development of employees, in accordance with newly emerging needs (e.g., financial literacy training; social media marketing training).

To strengthen scientific and research activities, BAS fully covers: registration fees for participation in domestic and international conferences, costs for publishing professional and scientific papers, and travel expenses for participation in educational events such as fairs, seminars, debates, workshops, and roundtables.

In order to stay updated with the latest developments and trends in management—which are later incorporated into the teaching process as practical lessons and experiences—BAS organizes and implements Managerial Talks as part of its Scientific Conference, also organized by BAS.

Additionally, BAS organizes annual team-building activities aimed at strengthening team spirit, encouraging mutual cooperation, enhancing motivation, improving collegial interactions, promoting constructive communication, and creating a better working atmosphere.

Financial compensations for professional development are also regulated through the Rulebook on Salaries, Allowances, Compensation, and Other Earnings of Employees and Associates at BAS, particularly detailed in Article 23, paragraph 14 of the Rulebook (Annex 5.6.B).

#### Annexes

[Annex 5.6.A List of Trainings/Workshops for Academic Staff Aimed at Developing Proactive and Innovative Teaching Methods](#)

[Annex 5.6.B Rulebook on Salaries, Allowances, Compensation, and Other Earnings of Employees and Associates at Business Academy Smilevski – BAS](#)

[Annex 5.6.C Specific Examples and Results: Best Practices for Motivating Academic Staff Over the Past Five Years](#)

5.7. The institution engages visiting teachers, renowned scientists, artists, and practitioners from both the country and abroad as part of the study program implementation. Their expertise is closely aligned with the study program, contributing significant added value to the educational experience.

List of visiting teachers, renowned scientists, artists and practitioners from the country and abroad within the framework of the realization of the study program (type of engagement, area/subject and period) for the last five years;  
Biographies of the engaged visiting teachers, renowned scientists, artists and practitioners from the country and abroad within the framework of the realization of the study program of all study programs (Europass format).

Business Academy Smilevski (BAS) has established cooperation with visiting professors from prominent higher education institutions abroad. The collaboration includes delivering lectures, participating in projects, conferences, workshops, and other forms of academic cooperation. The visiting professors and recognized scientists have extensive professional development backgrounds and recognition within the academic community.

The following collaborations with visiting professors have taken place at BAS (Annex 5.7.A):

- Živan Živković, University of Belgrade, Faculty in Bor, Department of Industrial Management:
  - November 4, 2020, *Selected Chapters from Strategic Management*, Master's program, Strategic Management course.
- Slobodan Ćamilović, University "Vitez", Travnik, Bosnia and Herzegovina:
  - September 16, 2020, *Compensation and Reward Systems*, Master's program, Human Resources Management course.
- Peter Odry, Dunaújváros University, Hungary (renowned scholar):
  - November 4, 2022, Plenary lecture at the 7th International Scientific Conference on *The Temporal and Spatial Dynamics of Industrial Transition in Eastern Europe*.
  - November 1, 2024, Plenary lecture at the 8th International Scientific Conference on *The Future Role of Artificial Intelligence in Business and Management*.
- György Horváth, Fraunhofer Institute ISI, Karlsruhe, Germany (renowned scholar):
  - October 31, 2024, Pre-conference lecture: *Transition from Industry 4.0 to Industry 5.0*.
  - November 1, 2024, Plenary lecture: *Industry 5.0: Leveraging Synergies Between Human Competencies and Technology to Maintain Competitiveness*.
- Nikolaos Charisiou, University of Western Macedonia, Department of Chemical Engineering, Greece (renowned scholar):
  - Plenary lecture at the 8th International Scientific Conference: *The Critical Role of the University of Western Macedonia During the Region's Energy Transition*.
  - Project involvement: *Air Pollution Levels at an Area Under Energy Transition (Western Macedonia, Greece) – INTERREG IPA Cross Border Cooperation Programme (Greece – Republic of North Macedonia) GEMS project (2022–2023)*.
- Goula Maria (renowned scholar):
  - Participant in the GEMS project under the INTERREG IPA Cross Border Cooperation Programme (2022–2023).

In accordance with Article 181 of the Law on Higher Education, BAS has engaged 17 experts from practice between 2020 and 2025 to contribute to the teaching process (Annex 5.7.B).



## Experts from Practice by Year:

### 2020:

- Ana Ristevska – Marketing
- Vasil Stamboliski – Customer Care and Behavior courses.

### 2021:

- Marjan Tanushevski – External and Internal Public Relations, Public Relations.
- Ana Ristevska – Innovative Management.

### 2022:

- Marjan Tanushevski – Media Literacy, Public Relations.
- Sande Smiljanov – Managerial Ethics and Protocol.
- Klaudija Lutovska – Basics of Project Management.
- Predrag Stojkovski – Marketing Research (Digital Marketing).
- Vesna Atanasova – Business Negotiation.
- Zoran Ilievski – Strategic Leadership.

### 2023:

- Marjan Tanushevski – External and Internal Public Relations, Public Relations.
- Gjorgji Janev – Human Resources Management.
- Kristina Krsteska – Human Resources Management.

### 2024:

- Dražen Koteski – HR Marketing Aspects (*The Role of Social Media in HR*).
- Aleksandar Osmanli – Brand Management (*The Role of Brand in Building Corporate Image*).
- Goran Karanfilov – Basics of Operations Management (*Developing New Products Through Practical Examples*).

### 2025:

- Nikola Babovski – Total Quality Management and Its Impact on Supply Chain Efficiency, course on Supply Chain Management.

## Annexes

### [Annex 5.7.A Biographies of Visiting Professors](#)

### [Annex 5.7.B Biographies of Distinguished Experts from Practice](#)

5.8. Scientific work is encouraged in order to strengthen the connection between teaching and science. The system functions well and is efficient.

Concrete examples and results, best practices.

The scientific and research activities at Business Academy Smilevski (BAS) are conducted within the scientific field of Organizational Sciences and Management. Some research projects inevitably cover aspects from other scientific fields, aiming to achieve a holistic view of the research subject and problem.

In 2020, BAS initiated the research program titled "The Interest of Youth and Adults in Studying and Working in the Era of Digitalization and Cybersecurity." To implement this research project, a Cooperation Agreement was signed with the BAS Institute for Management Bitola Foundation (former institute) (Annex 5.8.A), in which BAS teaching staff and other researchers, members of the foundation, actively participated.

The research results addressing the issue of youth and adult interest in studying and subsequently working in managerial positions during the digitalization and cybersecurity era resulted in scientific papers and the presentation of part of the findings at BAS's Sixth International Scientific Conference "Contemporary Management Challenges and Organizational Sciences," with the special thematic focus "Digitalization and Cybersecurity as Management Challenges."

In 2021, within the same research program, scientific-research activities continued through two research projects: Research Project 1: "Digital Entrepreneurship as a Contemporary Challenge," covering two program priorities: the interest of youth and adults in studying and working during digitalization and cybersecurity, and digital entrepreneurship as a contemporary challenge.

Research Project 2: "The Effectiveness of Action Interventions for Systematic Implementation of Organizational Learning in the Practice of Organizations in North Macedonia," during which a pilot phase was conducted in 2021 entitled "Mapping Practices of Organizational Learning in Organizations in North Macedonia."

At the 32nd International Conference "Knowledge for Development," held in Struga from August 19–22, 2021, BAS Foundation collaborators (Prof. Dr. Cvetko Smilevski, Lecturer MSc Gorazd Smilevski, Lecturer MSc Biljana Galovska, and Lecturer MSc Ivan Gjorgjievski) presented findings from the pilot phase of the research "Mapping Organizational Learning Practices in Organizations in North Macedonia."

In early 2022, an online survey was conducted on the topic: "Mapping Practices of Organizational Learning in Organizations in North Macedonia," covering the program priority "Knowledge Management and Organizational Memory in the Era of Digitalization" (Annex 5.8.B).

Based on the findings from the pilot phase and additional theoretical studies, BAS Foundation collaborators prepared individual research projects focused on specific components of the Integral Model of Organizational Learning tested during the pilot phase. Three collaborators developed the following doctoral research projects:

PP-1: "The Contribution of Developing Personal Mastery of Employees to Increasing Organizational Effectiveness" – Lecturer MSc Biljana Galovska;

PP-2: "The Contribution of Changing Employees' Mental Models to Implementing Organizational Changes" – Lecturer MSc Gorazd Smilevski;

PP-3: "The Contribution of Developing Systems Thinking Among Employees to Enhancing Organizational Intelligence" – Lecturer MSc Ivan Gjorgjievski.

These research projects were presented and highly evaluated at the doctoral conferences of their respective faculties (Annex 5.8.F).

BAS continuously emphasizes scientific-research activities and finances them from its own funds. Notably, even before 2020, BAS had significant impact through two major projects where it acted as the commissioning entity through cooperation with the BAS Institute for Management Bitola:

"Developing Strategically Focused Organizations for Competitiveness (RSFOK)"

"The Impact of Innovations on Organizational Development (VIKO)"

One of the most significant projects is the project titled "Fostering Green Employment: Cross-Border Education and Technological Innovation Hot-Spots (GEMS)," aimed at helping participating regions transition from a low economic base ("brown economy" – low quality of work, low environmental protection, low skills) toward a "high" sustainable green economy (high skills, high productivity, high environmental protection).

The project was conducted within the INTERREG IPA Cross-border Cooperation Programme "Greece – Republic of North Macedonia" (Annexes 5.8.C, 5.8.D, and 5.8.E).

The main activity of this project was the development of one Regional and ten (10) company-specific strategies for transitioning to a green economy. The teaching staff of BAS fully participated in the realization of this project, including the development of ten (10) business plans.

The latest development project is the "Alliance for Healthy Food from Pelagonia and Prespa" project, to be implemented from 2024 to 2026.

The initiative aims to establish a sustainable Alliance of key regional and national stakeholders who will jointly and continuously act in the process of sourcing, processing, and delivering branded healthy food with geographical origin from the Pelagonia–Prespa region, the leading food production region in the country (Annex 5.8.G).

The objective is to develop the Alliance for Healthy Food, while simultaneously building its organizational structure and implementing the entire branding, protection, and marketing process for ten (10) geographically indicated products from Pelagonia and Prespa as an active project intervention. As an additional benefit, Pelagonia and Prespa would be promoted as the primary regions for producing geographically indicated healthy food. Currently, the project is financed by BAS's own funds.

The results from scientific-research activities are extremely valuable to BAS's teaching processes, not only through the presentation of findings to support theoretical lectures but also through the creation of case studies incorporated into each course.

Second-cycle students, together with their mentors, developed topics related to these research programs, with part of their results being presented at BAS's international scientific conferences.

Within the Erasmus+ Programme, BAS continuously signs Memoranda of Cooperation and Understanding with universities and faculties abroad, especially in the region, sending its students for one-semester stays. Examples include cooperation with institutions in Rijeka, Zapešić, and Split (Republic of Croatia) and Istanbul (Republic of Turkey). Additionally, BAS teaching staff regularly participate in Erasmus+ Staff Mobility Weeks, delivering lectures to students abroad.

Besides participating in BAS research projects, BAS teaching staff independently conduct research in their fields of interest, as evidenced by the numerous published scientific papers in peer-reviewed journals and proceedings from international scientific conferences.

#### **Annexes**

##### [Annex 5.8.A – Cooperation Agreement between BAS and BASIM](#)

Annex 5.8.B – Reports on the activities of BAS IM for 2020, 2021, and 2022 – available at the following links:

<https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-basim-2020.pdf>

<https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-za-rabotata-na-fondacijata-bas-im-vo-2021-godina.pdf>

<https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-2022-za-rabotata-na-fondacijata-bas-im-vo-2022-godina.pdf>

Annex 5.8.C – Link to the official website of the GEMS project: <https://gemsproject.eu/>

Annex 5.8.D – Link to the official social media page of the GEMS project: <https://www.facebook.com/gemsprojecteu>

[Annex 5.8.E – GEMS Project Concept and supporting documentation](#)

[Annex 5.8.F – Table of published research papers by BAS teaching staff](#)

[Annex 5.8.G – Development project "Alliance for Healthy Food from Pelagonia and Prespa" and project concept](#)

5.9. The higher education institution encourages innovation in teaching methods and the use of new technologies.	Concrete examples and results of introduced innovations in teaching methods and in the use of new technologies.
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Since its establishment, Business Academy Smilevski (BAS) has actively utilized the Moodle platform as a primary tool for delivering teaching activities (<http://portal2.bas.edu.mk>).

The platform is continuously upgraded and modernized in accordance with new requirements and developments. It is crucial to highlight its usefulness in maintaining communication between students and academic staff. It is structured in a way that at all times provides the necessary information for monitoring educational processes.

Students have the opportunity to access all course-related information in one place. Professors, on the other hand, can upload all necessary teaching materials (presentations, plans, exercises, assignments), as well as additional literature, thus ensuring uninterrupted access to the resources needed for effective learning.

Examinations are also conducted through this platform. Each student, professor, and collaborator undergoes training for the proper use of the tool.

Through the chat feature, students can ask questions and receive real-time responses.

The IT administrator continuously monitors all updates implemented on the platform and ensures that they are effectively transmitted to all users, aiming to maintain communication at an enviable level.

Moreover, this platform serves as a centralized system for recording and updating students' academic records, including data about their study activities and achievements.

Another platform that significantly facilitates the communication process is Asana.

Asana helps in organizing workflows, creating tasks, setting deadlines and priorities, and tracking the progress of activities. It has greatly improved work efficiency and effectiveness, especially during the COVID-19 crisis when hybrid working models became necessary.

Since 2023, BAS has started the implementation of a specialized software platform (<https://bas.classter.com>), which enables systematized data processing.

This software serves as a central hub for managing student information.

The data collected through these systems provides a comprehensive insight into the interest in study programs, the number of enrolled and graduated students by level of studies, and the dynamics of student withdrawals.

Of particular importance in the process of sharing new and innovative solutions in the educational process is the DEAN training (Didactics for Effective Teaching) organized by BAS professors.

The training aims to transfer the latest trends and innovations in education, including innovative tools that facilitate the teaching process.

With the emergence of the COVID-19 pandemic, this workshop evolved into E-DEAN workshops, through which all staff were trained to operate under the new hybrid teaching model.

The workshops introduced the latest contemporary methods for conducting online lectures and examinations using various platforms, ensuring that the quality of teaching was maintained.

The most commonly used platforms during this period, and still today, are Zoom, Microsoft Teams, and Google Meet.

#### **Annexes**

##### [Annex 5.9.A \(attached document\) – Screenshot of BAS services](#)

5.10. The institution has an established system of academic integrity and prevention of plagiarism.	Institutional act or other act regulating the Indicator; Reports on the conducted plagiarism check through the system for textbooks, teaching aids or scientific papers published by the institution (reports for at least 5% of the published publications in the last five years).
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The Business Academy Smilevski BAS places special emphasis on the originality of all academic work produced within the institution and actively prevents any activities indicative of plagiarism.

In this context, BAS has adopted an Ethical Code (Annex 5.10.A), whose purpose is to introduce the moral principles and norms to the academic community, employees, mentors, and students of BAS, which they are expected to uphold in their professional and academic lives within the higher education process. Of particular importance to maintaining academic integrity and preventing plagiarism are the sections regarding ethical rules in teaching and scientific research.

Special attention is given to preventing plagiarism and falsification of research results in the specialist theses of students from the second cycle of studies at BAS. According to Article 52 of the Rulebook for Second Cycle of Studies (Annex 5.10.B), the mentor of a specialist thesis is obliged to upload the final version of the thesis to the plagiarism detection web application of the Ministry of Education and Science (MES), in accordance with the Law. The plagiarism check report is submitted as an annex to the Report of the Committee for Evaluation and Defense of the Specialist Thesis. To comply with this Rulebook article, which aligns with legal provisions, each mentor uses the official MES platform: <https://plagijati.mon.gov.mk/>.

If the committee determines that the plagiarism percentage exceeds 20% based on the report from the plagiarism detection system, the committee has the right to return the thesis to the student for further revision within a maximum of three (3) months from the date of the Committee's decision. The mentor and the candidate are obliged to undertake all necessary steps for revision, withdrawal of the thesis from the plagiarism system, and resubmission for a new check of the corrected specialist thesis.

To prevent cheating during midterm exams and final exams, BAS has adopted the Rulebook on the Manner of Acquisition of Rights, Application, Taking, Monitoring, Assessment, Recording, and Preservation of Exams for BAS Students (Annex 5.10.C), where specifically Article 17 (Monitoring of Exams) outlines all necessary actions to be respected by students and supervised by teaching staff during examinations.

Adherence to the provisions of the Law on Higher Education, the BAS Ethical Code, and the Rulebook on Assessment minimizes all unwanted occurrences of plagiarism and cheating, and to this day, no disciplinary measures have been required.

Regarding the academic integrity of teachers in their individual scientific work, such as papers published in journals, conference proceedings, etc., the BAS teaching staff strictly follows the rules set by the editorial boards of journals and the program committees of conferences.

Concerning the papers presented and published at the International Scientific Conference "Contemporary Management Challenges and Organizational Sciences" organized by BAS, the president of the Organizing Committee (OC) sends the abstracts/papers to two members of the International Program Committee (IPC) of the conference for evaluation via email, assessing their relevance to the conference's thematic focus (Annex 5.10.D).

Once the president of the OC receives confirmed approval from two IPC members, a letter of acceptance is sent to the author(s), who are then obliged to prepare the paper according to the specifications in the conference call (Annex 5.10.E).

#### **Annexes**

[Annex 5.10.A Code of Ethics of BAS](#)

[https://bas.edu.mk/wp-content/uploads/2022/07/bas\\_etichkikodeks.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/bas_etichkikodeks.pdf)

[Annex 5.10.B Rulebook for Second Cycle of Studies](#)

<https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzavtorciklusnastudii.pdf>

[Annex 5.10.C Rulebook on the Manner of Acquiring the Right, Registration, Taking, Monitoring, Assessment, Recording and Storage of Student Exams at BAS](#)

<https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzaocenuvanje.pdf>

[Annex 5.10.D Sample Letter of Acceptance for the International Scientific Conference of BAS "Contemporary Managerial Challenges and Organizational Sciences"](#)

<a href="https://basim.edu.mk/wp-content/uploads/2024/05/ipovik_baskonferencija_2024_mk.pdf">Annex 5.10.E Call for Papers for the Eighth International Scientific Conference of BAS</a> <a href="https://basim.edu.mk/wp-content/uploads/2024/05/ipovik_baskonferencija_2024_mk.pdf">https://basim.edu.mk/wp-content/uploads/2024/05/ipovik_baskonferencija_2024_mk.pdf</a>	
5.11. The institution has a policy, document, or act governing scientific research work. Clear indicators for assessing scientific research activities have been established and are regularly monitored.	Institutional act or other act regulating scientific research work and/or establishing the Indicators for scientific research work. Report/analysis on the fulfillment of the Indicators for scientific research work (if applicable).
<p>The Business Academy Smilevski BAS, in the area of scientific research activities, fully complies with all provisions of the Law on Scientific Research Activity adopted by the Ministry of Education and Science (MES). Regarding internal and external projects, specific sections related to scientific research activities can be found in the Strategy for Development and Work of BAS for 2024–2027 and in the respective action plans (Annex 5.11.A), in the BAS Ethical Code, particularly from Article 27 to Article 36, as well as in the Work Program of the BAS Institute for Management Bitola Foundation (Annex 5.11.B and Annex 5.11.C), where, through the signed Cooperation Agreement, BAS acts as a client and financier of scientific research projects (more specifically explained in section 5.8).</p> <p>The section on activities for scientific research work outlined in the action plans and the Development Strategy of BAS (latest for 2024–2027) envisions the preparation of six project applications under Erasmus+, IPA, INTERREG, UNDP, and similar programs.</p> <p>Monitoring the achievement of goals related to scientific research activities in which BAS acts as a client is an integral part of the BAS Institute for Management’s annual reports.</p> <p>The individual incentive for the teaching staff regarding scientific research work from a financial standpoint is also foreseen in the Rulebook on Salaries, Allowances, Compensations, and Other Earnings of Employees and Associates at the Business Academy Smilevski – BAS (Annex 5.11.D), where Article 23 stipulates that a teacher in permanent employment may be granted paid leave for up to one year every five years for professional or scientific advancement in the relevant scientific field or for a stay at a higher education, scientific, or artistic institution.</p> <p>BAS continuously evaluates, monitors, and improves its scientific research activities.</p> <p>It analyzes the number of published scientific papers in journals and at conferences (national and international), the participation of employees in scientific research projects (both national and international), and maintains clearly prescribed standards and numbers for mentoring specialist theses (Annex 5.11.E).</p> <p>This regular monitoring of these indicators enables analyses and conclusions to be drawn, based on which the scientific research activities are further improved.</p>	
<b>Annexes</b> <a href="#">Annex 5.11.A Strategy for the Development of BAS 2024–2027</a> Annex 5.11.B Work Program of the BAS Institute for Management (available at: <a href="https://basim.edu.mk/wp-content/uploads/2023/08/programa-za-rabota-na-fondacijata-bas-im-2021-2025-dekemvri-2020.pdf">https://basim.edu.mk/wp-content/uploads/2023/08/programa-za-rabota-na-fondacijata-bas-im-2021-2025-dekemvri-2020.pdf</a> ) Annex 5.11.C Links to the Annual Reports on the Work of BAS IM for 2020, 2021, and 2022: <a href="https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-basim-2020.pdf">https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-basim-2020.pdf</a> <a href="https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-za-rabotata-na-fondacijata-bas-im-vo-2021-godina.pdf">https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-za-rabotata-na-fondacijata-bas-im-vo-2021-godina.pdf</a> <a href="https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-2022-za-rabotata-na-fondacijata-bas-im-vo-2022-godina.pdf">https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-2022-za-rabotata-na-fondacijata-bas-im-vo-2022-godina.pdf</a> <a href="#">Annex 5.11.D Rulebook on Salaries, Allowances, Compensations, and Other Earnings of Employees and Associates at Business Academy Smilevski – BAS</a> Annex 5.11.E Link to Published Research Papers by BAS Academic Staff: <a href="https://bas.edu.mk/za-bas-2/bas-kadar/">https://bas.edu.mk/za-bas-2/bas-kadar/</a>	
5.12. The research is in line with local, regional, and national development objectives, as well as the socio-economic and cultural environment. The effect of this research on these goals is consistently evaluated, and necessary adjustments are made based on the results.	Concrete examples and results, best practices; Relevant reports or recommendations



Business Academy Smilevski – BAS actively conducts scientific-research activities through strategic partnerships with public and private sector institutions, including the Chamber of Commerce, the Center for Development of the Pelagonia Region, the University of Western Macedonia (Greece), and others (Annex 5.12.B). These collaborations result in joint research projects and activities.

Scientific-research work is integrated into the strategic documents and action plans of BAS (Annex 5.12.A), where budgetary funds for this purpose are also provided. The projects implemented are aligned with regional needs and national development priorities, which is confirmed by the effective participation of students and the applicability of research results.

A specific example of such an implemented goal is the development of the Strategy for the Transition of the Pelagonia Planning Region towards a Green Economy for the period 2024-2027, within the Project “Stimulating Green Employment: Key Points for Cross-Border Educational and Technological Innovations (G.E.M.S)” (Annex 5.12.C).

During 2020, BAS also conducted part of the BASTION project, which was implemented within the program of the Ministry of Education and Science of the Republic of North Macedonia: the Project for Skills Development and Innovation Support, financed by the World Bank, and previously conducted in the two preceding calendar years (Annex 5.12.D).

In the third cycle, realized in 2020, the secondary school SOZU "Kuzman Šapkarev" from Bitola participated. The overall results of this project were:

- Over 300 teachers trained in new teaching methods and techniques
- Over 1100 secondary school students trained to develop employability skills, including:
  - Teamwork
  - Experiential learning
  - Work analysis and evaluation
  - Project management
  - Time management
  - Problem-solving and decision-making
  - Planning, organizing, delegation, and motivation
  - Communication skills
  - Developing trust and decision-making
  - Motivation

The total budget for the three cycles amounted to approximately €85,000.

The involvement of BAS's academic and teaching staff in international and national projects confirms that the scientific-research work is aligned with local, regional, and national development goals. Further confirmation of the relevance of BAS's scientific activities with these development goals is evidenced by the participation of BAS's academic staff in scientific and professional conferences with contemporary thematic focuses, where they present research results and exchange academic and practical experiences.

BAS staff are also actively involved in various bodies where science and research play a central role. Prof. Dr. Lidija Stefanovska and Prof. Dr. Toni Soklevski are members of the Macedonian Scientific Society Bitola, Prof. Dr. Gordana Tasevska is a member of the Macedonian Association for Human Resources, and several staff members are on program boards of international scientific conferences. Prof. Dr. Lidija Stefanovska also participated in drafting the Youth Strategy of the Municipality of Bitola, which is already under implementation.

Scientific-research activities at BAS, as an integral part of its Strategic Plan, are based on an analysis of the external environment and its needs. Therefore, all scientific-research projects realized so far correspond with current needs in the region. For example:

- The 2020 research program "Interest of Youth and Adults in Studying and Working in the Era of Digitalization and Cybersecurity" aligns with current digitization efforts.
- The project “Stimulating Green Employment: Cross-border Education and Technological Innovations – Hot Spots / G.E.M.S.” addressed the current topic of green transition and green jobs.
- The latest development project “Alliance for Healthy Food from Pelagonia and Prespa” is relevant in the field of producing branded healthy food with geographical origin from the Pelagonia-Prespa region, a leading food-producing area in the country (Annex 5.12.G).

The effects of the implemented projects have made a significant impact on the community through the presentation of results at international conferences, final project conferences, the introduction of new applicable knowledge for BAS students, and the creation of updated study programs.

All completed scientific-research projects have final reports and recommendations, and some also include activities for further implementation. These activities are monitored and assessed for their impact on local, regional, and national development goals, with improvement measures proposed where necessary. According to the analysis conducted during the preparation of BAS's Strategic Plan (Annex 5.12.A), the strengths and weaknesses of scientific-research work are identified, and activities and goals are proposed to elevate this field to a higher level.

#### Annexes

[Annex 5.12.A Strategy of BAS 2024–2027](#)

Annex 5.12.B Partnerships and Collaborations of BAS <https://bas.edu.mk/en/partnerstva-sorabotki/>

[Annex 5.12.C Regional Strategy, G.E.M.S. Project and Action Plan](#)

[Annex 5.12.D Final Report of the BASTION Project for 2020](#)

[Annex 5.12.E Development Project "Alliance for Healthy Food from Pelagonia and Prespa"](#)

[Annex 5.12.F Report from the G.E.M.S. Project \(\\*.zip file\)](#)

#### Standard 6

STANDARD 6: LEARNING RESOURCES AND STUDENT SUPPORT	
INDICATOR	DOCUMENTATION
6.1. The institution provides adequate funding for learning and teaching activities and thus provides adequate and easily accessible resources for learning and support for students. The system for funding the institution, i.e. study programs, is efficient and based on the needs of students. The institution has a comprehensive and efficient system for funding scientific research activities.	Financial plan for the previous five years Financial reports for the previous five years A presentation of financing of scientific research activities (with a specified percentage of total/own income allocated for scientific research work)
<p>The financial planning of Business Academy Smilevski – BAS is based on a series of planning indicators derived from institutional policy objectives and financial regulations. The selected indicators are stable, yet sufficiently flexible to enable the management and founders to closely monitor interim changes. The planning framework and the budget of BAS for the period 2023–2027 ensure sustainability and full support of strategic plans and priorities. This financial plan is defined through six key complex attributes:</p> <ul style="list-style-type: none"> <li>• Transparency</li> <li>• Documentation</li> <li>• Efficiency and Effectiveness</li> <li>• Accountability</li> <li>• Responsibility</li> <li>• Integrity and Accuracy</li> </ul> <p>The financial situation of BAS is continuously stable and liquid. In its daily operations, BAS generates revenues from tuition fees for the first and second cycle of studies, implemented projects, training sessions, and consultancy services.</p> <p>Each year, BAS records improvements in financial performance indicators, thus securing long-term sustainability and supporting the realization of strategic goals.</p> <p>The total revenues for 2023 amounted to MKD 25,153,702 compared to MKD 18,506,369 in 2022, reflecting a growth of approximately 27%, attributed to an increased number of newly enrolled students and the realization of international cooperation projects and consultancy services for organizational development.</p> <p>For 2024, total revenues amounted to MKD 32,161,399 compared to MKD 25,153,702 in 2023, showing a growth of approximately 28%.</p> <p>The financial planning for the period 2023–2027 is based on an analysis of previous years' results, derived from financial reports from 2020 to 2024 (Annex 6.1.A and Annex 6.1.B).</p> <p>From 2024 to 2027, BAS has planned to optimize costs through:</p> <ul style="list-style-type: none"> <li>• Digitalization of processes,</li> </ul>	



- Rational use of resources,
- Implementation of alternative sources of electricity by installing a photovoltaic power plant on the rooftop of BAS's own building in Bitola.

In the long term, a detailed analysis of tuition fee financing and the associated risks was conducted.

The financial plan for the period 2023–2027 demonstrates that sustainability and full support for the Strategic Plan 2023–2027 and its priorities are ensured, balanced with the projected number of new students, project realization, training and consultancy services, and cost optimization.

BAS independently finances its scientific research activities. Over the last five years, around €178,000 (equivalent to MKD 10,932,252) have been exclusively financed from BAS's own funds (Annex 6.1.C). This represents approximately 10% of the total net realized profit over the past five years.

The scientific research activity at BAS is carried out within the field of Organizational Sciences and Management, with a multidisciplinary approach to ensure a holistic examination of the studied topics and problems.

During the period 2020–2024, BAS implemented the following projects:

- **2020:** BAS was the initiator of the research program titled "Interest of Young People and Adults in Studying and Working in the Era of Digitalization and Cyber Protection."  
This research was conducted in cooperation with the BAS Institute for Management Bitola, where BAS academic staff and other researchers were active members. The research findings were presented at the Sixth International Scientific Conference of BAS "Contemporary Managerial Challenges and Organizational Sciences" with a special thematic focus on "Digitalization and Cybersecurity as Managerial Challenges."
- **2021:** Scientific research activities continued within the same research program through two research projects:
  - **Research Project 1:** "Digital Entrepreneurship as a Contemporary Challenge," covering two programmatic priorities: interest in studying and working in the digital era and digital entrepreneurship as a contemporary challenge.
  - **Research Project 2:** "Effectiveness of Action Interventions for the Systematic Introduction of Organizational Learning in the Practice of Organizations in North Macedonia," including the implementation of a pilot phase for "Mapping Organizational Learning Practices in North Macedonian Organizations."

Findings from the pilot phase were presented at the 32nd International Conference "Knowledge for Development," held in Struga, 19–22 August 2021, by members of the BAS academic staff.

- **2022:** A pilot research study was conducted via online survey on the topic: "Mapping Organizational Learning Practices in North Macedonian Organizations." The subject matter of this research covered the programmatic priority "Knowledge Management and Organizational Memory in the Digital Era."

Based on findings from the pilot phase and additional theoretical studies, preparations for targeted research projects commenced, based on components of the tested Integrated Model of Organizational Learning.

BAS academic staff included in this research further presented their findings in the framework of their doctoral studies:

- **PP-1:** Contribution of Personal Mastery Development to Enhancing Organizational Effectiveness – pred. M.Sc. Biljana Galovska;
- **PP-2:** Contribution of Changing Mental Models in Driving Organizational Change – pred. M.Sc. Gorazd Smilevski;
- **PP-3:** Contribution of Developing Systems Thinking in Raising Organizational Intelligence – pred. M.Sc. Ivan Gjorgjevski.

These projects were presented and highly rated at the doctoral conferences of their respective faculties.

Additionally, prior to 2020, BAS had a significant impact through the realization of two macro research projects:

- Development of Strategically Focused Organizations for Competitiveness (RSFOK);
- The Influence of Innovations on Organizational Development (VIKO).

## Annexes

[Annex 6.1.A Five-Year Financial Plan](#)

[Annex 6.1.B Financial Reports for the Previous Five Years \(2020, 2021, 2022, 2023, 2024\)](#)

[Annex 6.1.C Overview of the Financing of Scientific Research Activities Exclusively Through Own Revenues Allocated for](#)

## Research Work

6.2. The technical resources of the institution (libraries, laboratories, work rooms, IT equipment, etc.) are adequate for the implementation of the study program.	Total area (owned and rented space) with area of buildings (amphitheaters, classrooms, laboratories, organizational units, services);
Students and teaching staff, including people with special needs, have access to all resources. The institution has an appropriate infrastructure for distance learning. Technical resources are subject to regular monitoring in the institution.	Inventory of functional IT equipment intended exclusively for students; Inventory of the institution's library collection as well as an inventory of library collection acquired in the last five years (the relevance of the library collection for each study program is assessed); Inventory of IT resources for distance learning; Information on resources available to people with special needs; Information on monitoring of technical resources in the institution.

Business Academy Smilevski – BAS possesses a total area of 1,520.475 m<sup>2</sup> across its campuses in Skopje and Bitola. A detailed distribution according to purpose, number of places, and area in m<sup>2</sup> is provided in Annex 6.2.A.

BAS is equipped with state-of-the-art functional IT equipment that meets the needs of all students. The details regarding the purpose, quantity, and specifications of the equipment are provided in Annex 6.2.B.

Special attention is given to distance learning, where comprehensive IT, communication, and human resources are ensured (Annex 6.2.C).

The BAS library holds a collection of over 2,000 items and is regularly updated with more than 20 new titles each year. For its students and study programs, BAS maintains an electronic learning portal (<http://portal2.bas.edu.mk>), where all mandatory and additional learning materials are made available and accessible directly (Annex 6.2.D).

Although BAS has not yet enrolled students with special needs, all necessary conditions for their seamless and quality inclusion have been ensured (Annex 6.2.E).

These conditions include:

- Accessible ramp for people with physical disabilities, double-wing doors, and a mobile platform for persons with disabilities;
- Hydraulic elevator;

A designated classroom adapted to support additional spaces for students with special needs.

It is planned to procure suitable electronic aids according to individual needs in cooperation with organizations specializing in this field (e.g., keyboards with larger keys, ergonomic mice, remote controllers, screen reader applications in the Macedonian language, etc.).

The website uses a Wordpress CMS platform with initial accessibility adjustments for blind and visually impaired users according to the Web Accessibility Initiative recommendations. Further updates and improvements to technical functionalities are planned to ensure compliance with evolving accessibility standards.

There is also a planned installation of auxiliary infrastructure, lighting, and alarm systems in sanitary facilities in line with regulations and in cooperation with relevant organizations.

More than 80% of teaching materials are provided in electronic format, and exams and administrative tasks are also conducted electronically.

Additional evaluation and adaptation of teaching materials for students with special needs are planned (examples include the use of dyslexia-friendly fonts, reducing or eliminating the use of bright colors, limiting fast animations, and avoiding sudden loud sounds).

Teaching can be tailored individually to the needs of students with disabilities, based on a 1-on-1 model through video conferencing sessions, respecting the student's time limitations and other constraints.

Furthermore, BAS plans to establish collaboration with specialized organizations to provide: Sign language interpreters, Equipment rental for physically disabled students, Access to disability experts, Advisory visits and field support for both staff and students.

BAS ensures continuous and timely monitoring of its technical resources by engaging professional outsourced companies: PROKOM Systems (computer equipment maintenance), KONKORDIA (software maintenance),

BODOTO (electrical installations and devices maintenance), A1 (mobile network operator), KARPATIJA (security and video surveillance agency), EUROMAG 21 and RICOH (maintenance of photocopying equipment), and others as necessary.

All maintenance and technical support activities are documented with appropriate invoices for provided services.

#### **Annexes**

[Annex 6.2.A Overview and Description of Premises at BAS.](#)

[Annex 6.2.B Functional IT Equipment](#)

[Annex 6.2.C Library Resources](#)

[Annex 6.2.D IT Resources for Distance Learning](#)

[Annex 6.2.E Information on Resources Available for Students with Special Needs](#)

6.3. The organization of support and administrative services is well-structured to serve the purpose of internal quality assurance. These services take into account flexible learning and teaching methods, as well as the diverse needs of different student groups (e.g., students over 25, part-time and employed students, international students, and students with special needs). The number of staff in support and administrative roles, along with their qualifications, is appropriate for the student population across all study types. Additionally, support and administrative staff are provided opportunities to develop their skills and competencies.

Overview of the opportunities that exist within the support/administrative services for the needs of the different student population: students older than 25 years, part-time and employed students, students from abroad and students with special needs;  
Overview of the number of employees and their profile in the support/administrative services;  
List of employees in the support and administrative staff who have attended training for the development of their own competencies in the past five years (with specified period).

The work of the auxiliary/administrative services is appropriately organized and serves the function of internal quality assurance. The number of employees in the auxiliary/administrative services and their professional profiles are adequate for the number of students across all types of study programs (Annex 6.3.A).

The services take into account flexible learning and teaching methods, as well as the needs of different student populations (e.g., students over 25 years old, part-time and employed students, international students, and students with special needs).

The auxiliary and administrative staff have the opportunity to develop their competencies depending on their job position. Trainings are provided in the areas of communication, occupational safety, business and legal operations, personal data protection, digital marketing, and foreign languages (Annex 6.3.B).

To perform the professional and administrative tasks at BAS, a Professional and Administrative Service (Student Affairs Office at BAS) has been established. The Professional and Administrative Service at BAS consists of: the Executive Secretary, acting as the Head of the Professional and Administrative Service; Student Affairs Officers; and Assistant Student Affairs Officers. The Professional and Administrative Service is responsible for performing the following activities: student affairs, administration of material and digital records, provision and issuance of learning resources, record-keeping, and other duties and activities as detailed in the Rulebook for Internal Organization and Systematization of Work Positions at BAS, the Rulebook on the Working Procedures of the Professional and Administrative Service at BAS, and through a special decision outlining all responsibilities.

The Executive Secretary holds the role of Head of the Professional and Administrative Service at BAS. The responsibilities of the Executive Secretary are prescribed in the Rulebook for Internal Organization and Systematization of Work Positions at BAS and in a separate decision.

#### **Annexes**

[Annex 6.3.A Overview of the Number of Employees and Their Profiles in the Auxiliary/Administrative Services](#)

[Annex 6.3.B List of Employees from the Auxiliary and Administrative Staff Who Have Attended Training for Development](#)

[Annex 6.3.C Organizational Chart of BAS: \[https://bas.edu.mk/wp-content/uploads/2022/07/bas\\\_organigram2022.pdf\]\(https://bas.edu.mk/wp-content/uploads/2022/07/bas\_organigram2022.pdf\)](#)

6.4. The institution encourages the involvement of students in scientific research projects at all study cycles.	List of students who have been engaged in a research project in all study cycles in the past five years (with project title, project implementer, funding information and link to project results); Percentage of students involved in research projects in relation to the total number of students by study cycle.
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One of the most significant projects for BAS, in which over 10% of students from both study cycles actively participated, is the project titled "Fostering Green Employment: Cross-border Education and Technological Innovations Hot-Spots / G.EM.S.". The project's aim was to assist the participating regions in moving away from their current low-level brown economy (characterized by low-quality jobs, low environmental protection, and low skill levels) towards a "high-level" sustainable green economy (characterized by high skills, high productivity, and strong environmental protection).

The project was implemented within the framework of the INTERREG IPA Cross-border Cooperation Programme "Greece - Republic of North Macedonia."

The central activity of the project was the development of one Regional Strategy and ten Company Strategies for the transition towards a green economy. The academic staff of BAS was fully involved in the realization of this project. Additionally, within this project, 16 business plans were developed (Annexes 6.4.A, 6.4.B, 6.4.C, and 6.4.D).

The latest development project involving students is the project "Alliance for Healthy Food from the Pelagonia and Prespa Region," which will be implemented during the 2024–2026 period.

The intention of this initiative is to establish a sustainable Alliance of key regional and national stakeholders who, united, will act jointly and continuously to produce, process, and deliver branded healthy food with geographical origin from the Pelagonia-Prespa region, which is the leading region in the country in food production. Participation of students from both the first and second cycle of studies is planned within this project.

This goal will be achieved through the developmental character of the project: the established Alliance for Healthy Food will simultaneously build its structure while implementing the complete process of branding, protecting, and marketing 10 products with geographical indications from the Pelagonia and Prespa region.

This project will also actively work on building the capacities of the member companies of the Alliance for continuous independent branding of healthy food from this region. As an additional benefit, the project will contribute to the affirmation of the Pelagonia and Prespa regions as leading areas for the production of healthy food with geographical origin.

#### **Annexes**

[Annex 6.4.A List of students engaged in the GEMS research project](#)

Annex 6.4.B Link to the official GEMS website: <https://gemsproject.eu/>

Annex 6.4.C Link to the official GEMS social media page: <https://www.facebook.com/gemsprojecteu>

[Annex 6.4.D GEMS project concept and supporting documentation](#)

6.5. Students have specific forms of support available to them, including: an academic development advisor who monitors their development, provides support for career planning and other academic challenges and/or a functional Career Center, mentoring sessions, psychological support, etc.	A description of specific forms of support for students at the institution; Number of students who have used specific forms of support in the last five years; A description of Career Center services and activities carried out in the last five years; Number of students who have followed training/internship or other type of support through the Career Center in the last five years.
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At BAS (Business Academy Smilevski), specific forms of student support are provided through career and professional counseling within the course Personal Management, offered to all first-year students at both locations. Over the past five years, this form of support has involved more than 500 students. Further information and resources are available through the BAS online portal: <http://portal2.bas.edu.mk> under the courses Personal Management and Business Laboratory.

The Business Laboratory course is designed to prepare students for a more effective integration into the real business sector by improving general and professional competencies such as teamwork, decision-making, presenting, negotiating, developing mini-projects, preparing CVs and motivation letters, and similar skills.

Distance learning at BAS is supported by a dedicated Coordinator for Distance Learning Students. It is intended

for students who, due to justified reasons, cannot attend regular classes, such as those working in shifts, frequent travelers, individuals employed abroad, or those with health issues that prevent regular attendance. Distance learning students hold part-time student status and are required to provide appropriate documentation confirming their status. They receive all teaching materials for each subject, prepare independently, and upon readiness, proceed to take examinations. Online consultation sessions with professors are available when needed. More than 30 students are supported annually through this system, totaling approximately 150 students over the past five years, with resources accessible through the BAS portal: <http://portal2.bas.edu.mk> under the distance learning sections.

BAS also provides support for students who study through synergized learning. This method is coordinated by the Distance Learning Coordinator and supports approximately five students per year. More information is available via the BAS portal: <http://portal2.bas.edu.mk> under the synergized learning courses.

The Career Center at BAS offers substantial support through the organization of various events, as detailed in Annex 6.5.1, and through monitoring the students' participation in training sessions, internships, or other forms of support provided over the last five years.

## Annexes

### Annex 6.5.A. Career Center Plans and Reports

6.6. The institution has a well-established system for monitoring its Alumni members. The Alumni community is actively involved in the institution's development plans. Regular events and/or initiatives are organized to maintain ongoing contact with graduates.	A description of the Alumni Community tracking system (if applicable); Number of Alumni Community members registered in the system (if applicable); A description of activities with the Alumni Community in the last five years; Proof that the system is functional.
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Alumni of BAS are actively involved in all processes of collaboration and communication.

Over the past five years, their activities have been focused in the following areas:

- Some of them act as mentors for new students,
- Some participate in projects, events, and workshops,
- Some are recognized practitioners and are involved in parts of the teaching process,
- Others are involved in various forms such as the Public Relations Cooperation Board and similar (Annex 6.6.A and Annex 6.6.B).

BAS maintains strong relations with alumni who live and work in the USA, Australia, Sweden, Germany, and many other countries and continents where their diplomas have been fully recognized.

The alumni of BAS are officially organized as the Association of Graduated Students – ALUMNI CLUB-BAS Bitola,

Company registration number (EMBS): 6950329,

Tax number (EDB): 4002014536253,

Date of establishment: 08.05.2014,

NACE Code 94.11 - Activities of business organizations and employers' organizations based on membership;

Link: <https://www.companywall.com.mk/kompanija/>

After graduation, every student is given the registration form and has the opportunity to become part of the large BAS Alumni family (Annex 6.6.C).

Members of the Alumni Organization regularly participate in the Conference and the Symposium organized by BAS and BAS IM.

## Annexes

### Annex 6.6.A Participation in projects, events, and workshops

### Annex 6.6.B List of mentors – BAS Alumni

### Annex 6.6.C Alumni Membership Registration Form



6.7. Students play an active role in the management of the institution. The institution has a student assembly and a student ombudsman or deputy to represent their interests. The institution supports students' social, cultural, and sports activities by providing dedicated spaces, assistance, and an annual budget.	Act regulating the issue of student participation in governance; A report on student participation in the bodies of the higher education institution (with relevant indicators); A decision on the election of members of the Student Assembly and a report on the last elections; A decision on the election of a student ombudsman or his deputy; A report on the social, cultural and sports activities of students supported by the institution (listed by name of activity, time period, budget) for the last five years.
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At Business Academy Smilevski, student participation in governance is regulated by the Statute of BAS.

Students participate in:

- the BAS Teaching Council,
- the BAS Management Board.

Additionally, as part of quality assurance, a BAS student is a member of the Self-Evaluation Commission.

Link to Statute: <https://bas.edu.mk/wp-content/uploads/2022/07/basstatut.pdf>

The BAS Student Assembly is composed of five (5) student representatives. All students enrolled at BAS in the academic year of the elections are eligible to vote and be elected to the Student Assembly.

The President of the Student Assembly is elected from among the elected representatives. The President executes the decisions of the Assembly, represents the students and the Assembly, and is responsible for its operation. The mandate for both the President and the members is one (1) year.

Complete documentation from the last Student Assembly election is provided in Annex 6.7.B, along with the Decision on the election of Student Assembly members and the report from the most recent elections.

The Student Assembly is supported by BAS with designated office space and financial resources to realize supported social, cultural, and sports activities for students.

The Student Assembly's activities are financed with BAS funds. The Founding Body allocates a budget to the Student Assembly.

Upon constitution, the Student Assembly must submit a Proposed Financial Plan for its activities within fifteen (15) working days, within the provided budget. The Founding Body then approves or provides feedback on the proposed plan within five (5) working days.

The Student Assembly has the following competencies:

1. To participate in BAS governance bodies: the Teaching Council and the Management Board (Annex 6.7.D);
2. To elect and dismiss the President of the Student Assembly;
3. To elect student representatives to BAS governance bodies and participate actively in their work;
4. To develop and adopt its own work plan and program;
5. To propose a financial plan for student activities to the Founding Body for approval;
6. To adopt a Statute and other general acts of the Student Assembly in accordance with the Law on Higher Education and the BAS Statute;
7. To safeguard student life quality, the study process quality, student standards, student rights, interests, and cultural, social, and intellectual development;
8. To promote student activities outside the teaching process;
9. To perform other activities of student interest.

BAS students actively participate in numerous social and cultural activities supported by the institution during the past five years, as listed in Annex 6.7.C.

#### **Annexes**

Annex 6.7.A – Statute of Business Academy Smilevski – BAS, <https://bas.edu.mk/wp-content/uploads/2022/07/basstatut.pdf>

[Annex 6.7.B – Complete documentation from the most recent Student Assembly elections](#)

[Annex 6.7.C – Overview of supported social, cultural, and sports activities for students provided by the institution \(listing activity name, time period, and budget\) for the past five years](#)

[Annex 6.7.D – Decision on the participation of a student in the BAS Self-Evaluation procedure](#)

[Annex 6.7.E – Meeting minutes from the Teaching Council sessions where a student representative participated](#)

6.8. Students are familiar with the services and opportunities available to them.	A description of how students are introduced to the services and opportunities available; Promotional materials, publications or links to announcements on a website.
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Students at Business Academy Smilevski – BAS are timely and continuously informed about the services and opportunities available to them through:

- The official BAS website: [www.bas.edu.mk](http://www.bas.edu.mk);
- The BAS student portal: [portal2.bas.edu.mk](http://portal2.bas.edu.mk);
- Through BAS social media channels;
- Through Zoom meetings;
- Through direct meetings and consultations with BAS staff.

Various promotional materials are used, including different designs of flyers, banners, pens, notebooks, and branded gifts.

Students who have completed the first cycle of studies are informed through announcements on the website about the opportunity to enroll in the second cycle of studies, based on the published Call for Applications. They can also find information about joining the Alumni Organization, the Career Center, and participating in all BAS activities such as conferences, panels, projects, and more.

#### Annexes

Annex 6.8.A: Links from the BAS website <https://bas.edu.mk/studii/>

Annex 6.8.B: Link to the Facebook and Instagram pages of BAS, as well as the LinkedIn profile:

[https://www.instagram.com/biznis\\_akademija\\_smilevski/](https://www.instagram.com/biznis_akademija_smilevski/)

<https://www.facebook.com/bas.edu.mk>

<https://www.linkedin.com/school/business-academy-smilevski/posts/?feedView=all>

Annex 6.8.C: Promotional materials of BAS.

#### Standard 7

STANDARD 7: INFORMATION MANAGEMENT	
INDICATOR	DOCUMENTATION
7.1. The higher education institution regularly gathers, analyzes, and utilizes information essential for the successful implementation of study programs and other activities. Through an efficient process of collecting and analyzing data on study programs and other activities, the information is incorporated into the internal quality assurance system.	Description and presentation of the information collection and processing system Regulatory act (if applicable) Proof that the system is functional.
<p>Internally, the Academy utilizes a specialized software platform (<a href="https://bas.classter.com">https://bas.classter.com</a>) that enables the systematic processing of data, serving as a central hub for managing student information. The data collected through these systems provides a comprehensive overview of the interest in study programs, the number of enrolled and graduated students by level of study, as well as the dynamics of student withdrawal.</p> <p>As an external tool, the Moodle platform (<a href="http://portal2.bas.edu.mk">portal2.bas.edu.mk</a>) is used. Through this platform, all academic records of students are registered and updated in one place, including their study activities and achievements. The development, maintenance, and advancement of the platform fall under the responsibility of the IT administration, whose role is to ensure stable technical support for teaching and students throughout the educational process. These systems provide for the management of teaching content, instructional materials, forms for knowledge evaluation, and continuous monitoring of teaching delivery. Additionally, average student performance is analyzed, serving as the basis for preparing analytical reports on student and program performance over the years (in the form of semester transcripts, certificates, partial certificates, UPPIs, etc.).</p> <p>The teaching staff, administrative staff, and the students themselves are actively involved in this process, each with appropriate access and responsibilities according to their role in the system. The Academy continuously invests in the development of innovative digital solutions that contribute to greater visibility and improved</p>	



accessibility of services. The aim is to create a functional and transparent academic environment that meets the needs of modern users.

In accordance with legal regulations and quality assurance standards in higher education institutions, BAS regularly conducts internal self-evaluation. This process serves as a key instrument for monitoring, assessing, and improving all aspects of educational and administrative activities. Self-evaluation includes the collection, processing, and analysis of data from various sources—including feedback from students, teaching staff, administrative personnel, as well as indicators related to academic success, study progression, teaching efficiency, and resource utilization. These data are collected through an online survey (<https://forms.office.com/e/zhURsqDmpJ>).

The aim of the self-evaluation is not merely to fulfill a legal obligation, but to create a realistic foundation for the continuous improvement of the quality of teaching, study programs, student support, and overall institutional governance. Evaluation data are used for: Identifying strengths and weaknesses in the delivery of study programs; Redesigning curricula according to the demands and feedback from students and the labor market; Improving pedagogical methods and the approach of the teaching staff; Strengthening student support through improved administrative, mentoring, and technical services; Providing a foundation for strategic planning and decision-making at the institutional leadership level.

#### **Annexes**

[Annex 7.1.A Login page of the software](#)

[Annex 7.1.B Software homepage, student list, and student information](#)

[Annex 7.1.C Login page of the student portal](#)

[Annex 7.1.D Extract of student grades from Moodle](#)

[Annex 7.1.E Homepage of the student portal](#)

[Annex 7.1.F Academic progress of students in the subject Operations and Quality Management \(ONM\)](#)

7.2. The collected information is relevant to the institution's profile and study programs and includes key performance indicators, the profile of the student population, student progress, success and dropout rates, the extent to which students meet the expectations of the study programs, available learning resources and support, graduate employment data, and career outcomes, among other factors. Students and staff are actively involved in the processes of gathering and analyzing data, as well as in planning activities based on the findings.

A description of the data collected and the method of analysis of the collected data;  
Specific examples of the involvement of students and employees in the process;  
Specific examples of the use of the information provided in the process.

Among the key categories of data collected are indicators of academic success, demographic and academic profiles of the student population, student progress throughout their studies, academic achievement rates, and dropout rates.

Additionally, the system also collects data regarding student perceptions about the extent to which their expectations from study programs are met, the accessibility and quality of learning and support resources, as well as information on the employment and professional development of graduates (collected through the self-evaluation survey questionnaire) (Annex 7.2.A).

The analysis of these data is conducted through standardized working practices and the use of software tools for data recording and statistical processing. The results of these analyses are presented in the form of reports and Excel documents, serving as a foundation for strategic and operational planning of academic activities.

An example of active student involvement in this process is their participation in anonymous surveys where they express opinions on the quality of teaching, the accessibility of teaching materials, and the overall academic support they receive. On the other hand, teaching and administrative staff are involved in designing measurement instruments and interpreting the results, which allows for a deeper understanding of the key factors influencing academic success.

Concrete results from the application of this practice include the revision and adaptation of study programs based on student feedback, improvement of access to digital resources, and increased availability of academic support.

Information regarding the employment of graduates contributes to improving the relevance of study programs concerning labor market demands and to developing collaborations with the business sector.

The collected data not only serve as a tool for monitoring but represent a crucial component of the quality assurance system, fostering an inclusively based approach to academic management and development.

The results from the self-evaluation (Annex 7.2.B) are incorporated into action plans, which serve as both an accountability tool and an instrument for continuous development. Through this process, the Academy ensures transparency, inclusiveness, and effectiveness in improving its operations, in the interest of the students, staff, and the broader community.

#### **Annexes**

[Annex 7.2.A Layout of the tool for student evaluation after course/semester completion](#)

[Annex 7.2.B Report from the evaluation conducted via a teacher evaluation survey](#)

[Annex 7.2.C Report from the latest self-evaluation](#)

[Annex 7.2.D Rulebook on self-evaluation and evaluation](#)

7.3. The institution maintains a register of significant events, activities and processes. The data is collected, analyzed and used for the needs of the strategic management of the institution.

Information about significant events, activities and processes.

All collected data are subject to detailed analysis with the aim of identifying trends, results, and areas for improvement. This information is essential for the decision-making process at the level of strategic management and contributes to better operational organization.

One of the key mechanisms for formalizing this data is the Annual Director's Report, which serves as an official document reviewing achievements, challenges, and future priorities of the institution. The report includes both quantitative and qualitative data obtained from the registry of activities, ensuring transparency and accountability.

Additionally, the institution actively documents and promotes significant academic and scientific events, such as the traditional annual international conferences, symposia, and professional gatherings organized by BASIM, where research results are presented, the academic staff is encouraged to engage in scientific research activities, and international cooperation is promoted. These events are not only archived but also analyzed regarding their impact on the academic community and institutional development.

To ensure broad visibility and engage the wider public, social media are also used as a communication tool for publishing key activities and achievements. Through these digital channels, the results of the academy's initiatives, as well as the experiences of students and staff, are documented and shared.

A particularly important example is the DEAN Workshops, which provide a platform for internal evaluation and institutional dialogue. These workshops allow structured discussions among academic and administrative staff about current activities, results obtained, and potential improvements, and their conclusions are directly incorporated into planning and development processes.

Through these tools and activities, the institution ensures a complete and permanent record of its operations, and the information obtained represents an essential resource in the process of continuous improvement and long-term institutional stability.

#### **Annexes**

[Annex 7.3.A Report on the Director's Work \(for the past five years\)](#)

[Annex 7.3.B Conference Reports \(organized in 2020; 2022; 2024\)](#)

[Annex 7.3.C Reports from DEAN Workshops \(for the past five years\)](#)

Annex 7.3.D Links to Social Media Platforms:

Website – <https://bas.edu.mk/>

Facebook – <https://www.facebook.com/bas.edu.mk>

Instagram – <https://www.instagram.com/biznisakademijasmilevski/>

YouTube – <https://www.youtube.com/channel/UCESg5TI77STvH8dNrx6YRCg>

LinkedIn – <https://www.linkedin.com/school/business-academy-smilevski/>

7.4. The security of information, both in printed and electronic form, especially regarding student data, exam results, discussions on digital platforms, and similar sensitive information, is properly safeguarded. The institution ensures adequate protection of the personal

Institutional Act;

Description of the personal data protection practice;

Other relevant documents or policies of the institution.

data of all stakeholders.	
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Business Academy Smilevski – BAS, within the scope of its activities and with the aim of performing its primary mission in the field of education and science, collects, stores, and processes personal data.

From the perspective of data protection, BAS acts as the Data Controller, while the Data Subjects are candidates applying for enrollment at BAS, individuals who currently have or previously held the status of enrolled students, individuals currently or formerly employed at BAS, as well as external associates currently or previously engaged with BAS.

The procedure outlines the steps for submitting a request by a data subject to obtain information regarding the scope and purpose of the processing of their personal data by BAS, as well as for requesting the modification, supplementation, or deletion of part of their personal data.

The BAS website contains a dedicated section on personal data protection, where the entire process regarding the management, storage, and usage of personal data is explained in detail (link).

Furthermore, during the enrollment process, each student's academic file includes a Consent Form for the processing of personal data. In accordance with the legal framework for personal data protection, Business Academy Smilevski – Skopje has established clear and transparent mechanisms for the collection, processing, and protection of students' personal information. As part of the duties associated with student status, the institution collects basic identifying information such as: full name, national identification number (EMBG), ID card number, and additional information relevant for conducting academic activities.

Additionally, for the purpose of documenting and promoting activities, the Academy collects and processes photographs and video recordings where students may be identified. These data are used exclusively for educational purposes, institutional promotion, and strengthening the Academy's public presence through its official website and social media channels (Facebook, Instagram, and other platforms). Every student is clearly and explicitly informed, prior to starting their studies, about the purposes and methods of personal data processing, the identity of the data controller, the categories of data recipients, as well as their right to withdraw the given consent at any time.

This approach ensures full compliance with legal obligations and guarantees respect for the privacy and dignity of each individual.

#### **Annexes**

[Annex 7.4.A Consent Statement for Personal Data Processing](#)

[Annex 7.4.B Regulations on Personal Data Protection](#)

[Annex 7.4.C Questionnaires for Personal Data Protection Analysis](#)

STANDARD 8: PUBLIC INFORMATION	
INDICATOR	DOCUMENTATION
8.1. The higher education institution regularly publishes data about its activities and study programs. The information shared on the institution's website and other media (print, social media) is accurate, clear, precise, objective, up-to-date, and easily accessible. The institution actively participates in or organizes fairs to present its activities and study programs. The information provided is valuable for potential and current students, former students, and the general public.	<p>Link to publications or delivery of printed materials through which the institution's activities are announced;</p> <p>Report on implemented activities, press clipping or other relevant presentation of the presence in the media;</p> <p>Report on participation in or organization of fair(s);</p> <p>Other relevant materials or specific examples.</p>

Business Academy Smilevski – BAS regularly publishes information about its study programs and activities, which are updated and available to all users. Additionally, promotional activities are carried out to promote the Academy, involving both administrative and academic staff. A dedicated team is responsible for managing social media, ensuring daily and weekly updates of published information. The accuracy of information is guaranteed through collaboration, coordination, and sharing among employees and the management team.

To promote the Academy and make available the study programs for enrollment of new students, BAS organizes and conducts various promotional activities, including permanent presence in the media, positioning BAS within the academic community, producing and distributing promotional films and materials, organizing professional events, visits and promotions in secondary schools, and other similar activities. All activities are available and published through the social media platforms of Business Academy Smilevski:

- Website - <https://bas.edu.mk/>
- Facebook - <https://www.facebook.com/bas.edu.mk>
- Instagram - <https://www.instagram.com/biznisakademijasmilevski/>
- YouTube - <https://www.youtube.com/channel/UCESg5TI77STvH8dNrx6YRCg>
- LinkedIn - <https://www.linkedin.com/school/business-academy-smilevski/>

Each year, Business Academy Smilevski systematically implements a series of promotional activities as part of its Promotion Strategy, such as: (1) Promotional campaigns on social media (Facebook and Instagram); (2) Organizing and implementing a promotional event "Early Enrollment of Students"; (3) Promoting BAS by employees in front of students from several secondary schools in Skopje, Bitola, the Southwest region, and other major cities; (4) Organizing and announcing a Scholarship Competition held every March and April; (5) Organizing the First Academic Class and other ongoing activities.

Participation and organization of fairs and events:

BAS participated in educational and career fairs, as well as thematic conferences in the field of business and management. At the same time, the Academy organized its own events, including the 8th International Conference "Education and Business in Global Megatrends", as well as professional training sessions and seminars, attracting significant attention from prospective students, business partners, and the wider public.

Other relevant materials and specific examples:

As part of cooperation with the private sector, BAS realized extensive collaborations and activities aimed at enhancing students' practical skills. The Academy has noted a significant growth in social media followers and interactions, indicating increased visibility and interest. Part of the activities are documented through photographs, videos, and testimonials from participants, available on the official website and social media platforms.

Through these activities, Business Academy Smilevski demonstrates continuous commitment to public transparency, educational promotion, and active collaboration with the community and the labor market.

International Conferences:

BAS, in co-organization with BAS Institute of Management Bitola, organizes the annual international scientific conference "Contemporary Managerial Challenges and Organizational Sciences", each year with a specific thematic focus. On the page <https://basim.edu.mk> you can find all announcements from previous conferences,

proceedings, photo galleries, and other related information. Specific links from the 8th International Scientific Conference held in 2024 include:

- First Announcement for the Conference:  
[https://basim.edu.mk/wp-content/uploads/2024/05/ipovik\\_baskonferencija\\_2024\\_mk.pdf](https://basim.edu.mk/wp-content/uploads/2024/05/ipovik_baskonferencija_2024_mk.pdf)
- Conference Proceedings:  
[https://basim.edu.mk/wp-content/uploads/2025/03/viii\\_konferencija\\_2024\\_zborniknatrudovi\\_nocipudkdoifinal.pdf](https://basim.edu.mk/wp-content/uploads/2025/03/viii_konferencija_2024_zborniknatrudovi_nocipudkdoifinal.pdf)
- Pre-Conference Activity – Workshop “Transition to Industry 5.0”:  
Information available at: <https://basim.edu.mk/konferencija/>

Symposiums:

BAS is also the organizer of the symposium "Management and Contemporary Practices" and regularly publishes its publications on the page <https://bas.edu.mk/book-category/bas-publikacii/>.

## Annexes

[Annex 8.1.A Examples of Public Presence](#)

[Annex 8.1.B Reports from Organized Conferences](#)

8.2. The higher education institution has published data on its activities, including information on the study programs it implements, the admission criteria, the intended learning objectives, the qualifications that the student acquires as a result of the learning, the procedures applied in teaching, learning and assessment, the pass rates and learning conditions available to students, information on potential employment of graduates as well as the documents provided for in Article 21, paragraph 3 of the Law on Higher Education.

Link to the listed elements in Indicators;

Links to the documents provided for in Article 21, paragraph 3 of the Higher Education Act: The Statute of the unit (with all amendments and supplements) and other acts regulating internal relations; 2. The decision on accreditation of each study program separately and the decision on commencement of work for each study program separately; 3. The systematization act; 4. The rules of procedure of the teaching-scientific, i.e. scientific council; 5. The rulebook on salaries and allowances of the unit; 6. Report and decision on the final election in title for each teacher and associate published in the Bulletin, 7. The schedule of work tasks for the current academic year, 8. Final account, 9. Annual report, 10. Accepted topics for the preparation of master's theses; 11. Accepted topics for the preparation of doctoral theses; 12. Acts adopted by the unit in accordance with other laws and 13. The Code of Ethics.

Business Academy Smilevski – BAS provides complete and relevant information to its students, including study programs, enrollment criteria, learning objectives, qualifications, study procedures, and conditions.

This information is available on the institution's official website, and promotional events are regularly organized to provide additional information and opportunities for discussions with students.

The references for the latest academic appointments for each professor and associate are published in the Bulletin on the official website. Additionally, decisions regarding academic appointments are also published on the Faculty's website.

On the official BAS website, the following documents are publicly available:

1. The Statute of the Institution (with all amendments) and other acts regulating internal relations:  
<https://bas.edu.mk/wp-content/uploads/2022/07/basstatut.pdf>
2. Accreditation decisions for each study program individually and decisions for commencement of work for each study program individually:
  - Business Management accreditation (old) – [https://bas.edu.mk/wp-content/uploads/2022/07/akreditacija\\_prvciklus\\_biznismenadzment.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/akreditacija_prvciklus_biznismenadzment.pdf)
  - Business Management accreditation (new) – [https://bas.edu.mk/wp-content/uploads/2024/11/akreditacija\\_biznismenadzment\\_2024.pdf](https://bas.edu.mk/wp-content/uploads/2024/11/akreditacija_biznismenadzment_2024.pdf)
  - Marketing Management accreditation – [https://bas.edu.mk/wp-content/uploads/2022/08/reseniezaakreditacija\\_mm.pdf](https://bas.edu.mk/wp-content/uploads/2022/08/reseniezaakreditacija_mm.pdf)
  - Strategic Management accreditation – [https://bas.edu.mk/wp-content/uploads/2022/07/akreditacija\\_vtorciklus\\_strategiskimenadzment.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/akreditacija_vtorciklus_strategiskimenadzment.pdf)
  - Strategic Management and Human Resources accreditation – [https://bas.edu.mk/wp-content/uploads/2024/01/reseniezaakreditacija\\_smcr.pdf.pdf](https://bas.edu.mk/wp-content/uploads/2024/01/reseniezaakreditacija_smcr.pdf.pdf)

- Decision for commencement of Business Management program (old) in Skopje – [https://bas.edu.mk/wp-content/uploads/2022/07/reseniezapocetoksorabota\\_bmsk.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/reseniezapocetoksorabota_bmsk.pdf)
- Decision for commencement of Business Management program (old) in Bitola – [https://bas.edu.mk/wp-content/uploads/2022/07/reseniezapocetoksorabota\\_bmbt.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/reseniezapocetoksorabota_bmbt.pdf)
- Decision for commencement of Business Management program (new) – [https://bas.edu.mk/wp-content/uploads/2024/11/reseniezapocetoksorabota\\_biznismenadzment2024.pdf](https://bas.edu.mk/wp-content/uploads/2024/11/reseniezapocetoksorabota_biznismenadzment2024.pdf)
- Decision for commencement of Marketing Management program – [https://bas.edu.mk/wp-content/uploads/2022/08/reseniezapocetoksorabota\\_mm.pdf](https://bas.edu.mk/wp-content/uploads/2022/08/reseniezapocetoksorabota_mm.pdf)
- Decision for commencement of Strategic Management program in Skopje – [https://bas.edu.mk/wp-content/uploads/2022/07/reseniezapocetoksorabota\\_bmsk.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/reseniezapocetoksorabota_bmsk.pdf)
- Decision for commencement of Strategic Management program in Bitola – [https://bas.edu.mk/wp-content/uploads/2022/07/reseniezapocetoksorabota\\_smbt.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/reseniezapocetoksorabota_smbt.pdf)
- Decision for commencement of Strategic Management and Human Resources program – [https://bas.edu.mk/wp-content/uploads/2024/01/reseniezapocetoksorabota\\_smcrsk.pdf.pdf](https://bas.edu.mk/wp-content/uploads/2024/01/reseniezapocetoksorabota_smcrsk.pdf.pdf)
- 3. Act on Job Systematization:
  - <https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzasistemizacija.pdf>
  - [https://bas.edu.mk/wp-content/uploads/2022/07/bas\\_organigram2022.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/bas_organigram2022.pdf)
- 4. Rules of Procedure for the Teaching and Scientific Council: <https://bas.edu.mk/wp-content/uploads/2022/07/delovniknastavnickisovet.pdf>
- 5. Regulations on Salaries and Compensation: <https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzaplati.pdf>
- 6. Reports and decisions for the last academic appointment published in the Bulletin:
  - <https://bas.edu.mk/bilten-objava/referat-za-izbor-na-nastavnik-vo-nastavno-zvane/>
  - <https://bas.edu.mk/za-bas-/bas-kadar/>
- 7. Work task schedules for the current academic year; academic calendars and course coverage: <http://portal2.bas.edu.mk/?redirect=0>
- 8. Annual financial statements:
  - [https://bas.edu.mk/wp-content/uploads/2022/07/bas\\_ijk\\_godishenizveshtaj2021.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/bas_ijk_godishenizveshtaj2021.pdf)
  - <https://bas.edu.mk/wp-content/uploads/2023/02/godisen-izvestaj-za-pristap-do-informacii-od-javen-karakter-bas-2022-g..pdf>
  - <https://bas.edu.mk/wp-content/uploads/2024/02/godisen-izvestaj-bas-skopje.pdf>
  - <https://bas.edu.mk/wp-content/uploads/2025/02/godisen-izvestaj-2024-fx24.docx-2.pdf>
- 9. Annual reports:
  - [https://bas.edu.mk/wp-content/uploads/2022/07/bas\\_ijk\\_godishenizveshtaj2021.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/bas_ijk_godishenizveshtaj2021.pdf)
  - <https://bas.edu.mk/wp-content/uploads/2023/02/godisen-izvestaj-za-pristap-do-informacii-od-javen-karakter-bas-2022-g..pdf>
  - <https://bas.edu.mk/wp-content/uploads/2024/02/godisen-izvestaj-bas-skopje.pdf>
  - <https://bas.edu.mk/wp-content/uploads/2025/02/godisen-izvestaj-2024-fx24.docx-2.pdf>
- 10. Accepted topics for master's theses:
  - <https://bas.edu.mk/novosti-i-soopshtenija/bas-bilten/>

(There are no third cycle (PhD) study programs at BAS.)

- 11. Acts adopted by the institution under other laws:
  - Regulation for Professional Development and Studies Shorter than Three Years: [https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzaprofesionalnousovrshuvanje\\_pokratkoodtrigodini.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzaprofesionalnousovrshuvanje_pokratkoodtrigodini.pdf)
  - Regulation for Distance Learning: [https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzastudiranje\\_nadalechina.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzastudiranje_nadalechina.pdf)
  - Regulation for Publishing Activity: <https://bas.edu.mk/wp-content/uploads/2024/04/pravilnikizdavackadejnost.pdf>
  - Regulation for Academic Appointments: <https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzaizborvoztvanje.pdf>
  - Regulation for ECTS: <https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzaekts.pdf>
  - Regulation for Student Internships: <https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzatsp.pdf>



- Regulation for Assessment: <https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzaocenuvanje.pdf>
  - Regulation for First Cycle of Studies: <https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzaprvciklusnastudii.pdf>
  - Regulation for Second Cycle of Studies: <https://bas.edu.mk/wp-content/uploads/2022/07/pravilnikzavtorciklusnastudii.pdf>
12. Ethical Code: [https://bas.edu.mk/wp-content/uploads/2022/07/bas\\_etichikodeks.pdf](https://bas.edu.mk/wp-content/uploads/2022/07/bas_etichikodeks.pdf)

## Annexes

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8.3. The key learning outcomes and research work are published on the institution's website. For instance, prior to the defense of a doctoral dissertation, it is required to be published on the website of the higher education institution offering the third cycle of studies (if applicable).

Link to relevant publications on the institution's website related to learning outcomes or research work;  
Link to published doctoral dissertations and other relevant learning outcomes (if applicable).

BAS does not offer a third cycle of studies. Regarding the specialist studies in Strategic Management (SM) and Strategic Management and Human Resources (SMHR), and the defenses related to them, there is a link to relevant publications on the institution's website related to learning outcomes or research work: <https://bas.edu.mk/novosti-i-soopshtenija/bas-bilten/>

BAS carries out its scientific and research activities in collaboration with the BAS Institute for Management Bitola, through a signed Cooperation Agreement. In this context, several research projects have been implemented, and some are currently ongoing.

In 2020, a research program was implemented under the title "The Interest of Young and Adult Populations for Studying and Working in the Era of Digitalization and Cyber Protection".

In 2021, within the framework of the same research program, scientific research activities continued with two research projects:

- Research Project 1: *Digital Entrepreneurship as a Contemporary Challenge*, which covered the following two program priorities: the interest of young and adult populations in studying and working in the era of digitalization and cyber protection, and digital entrepreneurship as a contemporary challenge.
- Research Project 2: *Effectiveness of Action Interventions for Systematic Introduction of Organizational Learning in the Practice of Organizations in North Macedonia*, where in 2021 the pilot phase for *Mapping the Practices of Organizational Learning in Organizations in North Macedonia* was conducted.

At the beginning of 2022, a pilot research study was conducted via an online survey on the topic: *Mapping the Practices of Organizational Learning in Organizations in North Macedonia*.

BAS's investments in scientific research activities date back even before 2020, with the realization of the following research projects:

- Developing Strategically Focused Organizations for Competitiveness (DSFOC) and
- The Impact and Innovations on Organizational Development (IIOC).

Part of the results from these projects, as well as some of the ongoing activities, can be found on the website:

<https://basim.edu.mk/istrazuvanje/> and at the following links:

- <https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-basim-2020.pdf>
- <https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-za-rabotata-na-fondacijata-bas-im-vo-2021-godina.pdf>
- <https://basim.edu.mk/wp-content/uploads/2023/09/izvestaj-2022-za-rabotata-na-fondacijata-bas-im-vo-2022-godina.pdf>

One of the most significant projects is the project titled "Fostering Green Employment: Cross-Border Education and Technological Innovations Hot-Spots / G.EM.S".

The project was implemented within the INTERREG IPA Cross-Border Cooperation Program.

The course of activities and the results of this project can be found on the official project website:

<https://gemspjroject.eu/> and the Facebook page: <https://www.facebook.com/gemspjrojecteu>

## Annexes

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STANDARD 9: INTERNATIONAL COOPERATION AND INTERNATIONALIZATION	
INDICATOR	DOCUMENTATION
9.1. Students actively use student mobility opportunities. Mobility is appropriately valued and recognized.	<p>Number and list of students who have used mobility, shown by study programme in the last five years for all study cycles (with indication of mobility period, host institution, study programme) including mobility through the Erasmus+ programme;</p> <p>Percentage of students who have used mobility as a share of the total number of students (for the last five academic years, for all study cycles);</p> <p>Information on the practice of appropriate assessment and recognition of student mobility (act/s or specific examples).</p>
<p>BAS actively collaborates with students and offers opportunities for their mobility to countries in the region and beyond. In the past five years, six student mobilities (Annex 9.1.A) have been realized, each lasting for one semester (more than 3 months).</p> <p>Unfortunately, due to the COVID-19 crisis during the period from March 2020 to October 2021, no student mobilities were carried out, although a significant number had been planned.</p> <p>The percentage of students who have used mobility opportunities out of the total number of enrolled students across all study programs is slightly less than 1%.</p> <p>However, according to the indicators of the Erasmus+ programs, the utilization rate of the allocated budgets for mobilities ranges between 30%-70% per year under the KA-131 program.</p> <p>The completed student mobilities are evaluated and recognized in accordance with the ECTS Transfer Regulation (Annex 9.1.B) and the rules for recognizing international mobilities carried out under learning agreements and within the Erasmus+ KA-131-HED mobility programs for higher education.</p> <p>Concrete examples of recognition of student mobilities are provided in Annex 9.1.C.</p>	
<p><b>Annexes</b></p> <p><a href="#">Annex 9.1.A List of students by study program who participated in mobility</a></p> <p><a href="#">Annex 9.1.B ECTS Transfer Regulation</a></p> <p><a href="#">Annex 9.1.C Concrete examples of recognized student mobilities</a></p>	
9.2. The institution has developed a policy for international cooperation and internationalization. It has established indicators for fulfilling the priorities of international cooperation and internationalization. These indicators are regularly monitored. A special body responsible for international cooperation and internationalization has been designated within the institution.	<p>Act/policy for international cooperation and internationalization;</p> <p>Indicators for fulfilling the priorities of international cooperation and internationalization;</p> <p>Report on monitoring the Indicators for fulfilling the priorities of international cooperation;</p> <p>Act on the establishment of a special body responsible for international cooperation and internationalization;</p> <p>Minutes of sessions held or other document showing that the body is functional (annual plan, report on implemented activities, etc.).</p>
<p>International cooperation and internationalization are among the main factors for the development of higher education activities at Business Academy Smilevski – BAS. To that end, BAS has appointed a Coordinator for Erasmus+ Programs and International Cooperation from among the teaching staff (Annex 9.2.A), responsible for researching, establishing contacts, collaborating with internal students and staff, and concluding cooperation agreements with relevant institutions.</p> <p>The work of this body responsible for international cooperation is additionally regulated and addressed in Article 161 of the Statute of BAS (Annex 9.2.B).</p> <p>Given the small annual volume of students and staff, as well as the nature of higher professional education, the main focus of international cooperation is participation in KA-131-HED mobility programs, where BAS actively applies and participates in accordance with the conditions and criteria of the National Agency for European Educational Programmes and Mobility of the Republic of North Macedonia.</p> <p>In accordance with the mobility programs, key indicators are prepared and monitored through the Beneficiary Module tool (Annex 9.2.C). According to the indicators, each mobility program concludes with the submission of an official report, where the fulfillment of priorities is stated.</p>	

The specific example provided in Annex 9.2.C is an excerpt from the Beneficiary Module tool showing the priorities according to the awarded and reported mobilities. This budget report is part of the main final report submitted at the end of the mobility program.

During the period covered by this external evaluation process, i.e., from 2020 to 2024, one report was produced for the period 2022–2024, presented in Annex 9.2.D as the report on the monitoring of indicators. This report (Annex 9.2.D) is used at BAS as the leading benchmark for the work of the international cooperation and Erasmus+ mobility programs unit.

Additionally, the plan for international mobilities and cooperation has been prepared as a Mobility Plan within the KA-131-HED Erasmus+ program. An overview of this plan can be found on page 5 of Annex 9.2.E.

#### **Annexes**

[Annex 9.2.A Decision on the Appointment of the Coordinator for International Cooperation and Erasmus+ Programs](#)

[Annex 9.2.B Statute of BAS](#)

[Annex 9.2.C Budget 2022-1-MK01-KA131-HED-000059745 EN 2025-04-24T08\\_50\\_33](#)

[Annex 9.2.D Final Report – Main](#)

[Annex 9.2.E KA131-HED-185857B0](#)

9.3. The institution has adequate financial resources at its disposal for the implementation of international cooperation. For the needs of international cooperation, the institution allocates financial resources from its own revenues, but also uses funds from the national budget, foreign donors and programs, local government, etc.

Overview of planned and used financial resources for international cooperation of the institution in the last five years with a presentation of the source of funding (budget, own revenues, etc.).

As part of its activities, BAS, in the context of international cooperation, in addition to projects and mobilities, also organizes an international conference every two years and participates in IPA cross-border cooperation programs. For each program, conference, and similar activities, a specific plan and budget are prepared. Thus, in Annex 9.3.A an overview is provided of the planned and utilized financial resources for international cooperation, along with the source of funding.

#### **Annexes**

[Annex 9.3.A Overview of Planned and Utilized Financial Resources](#)

9.4. The institution cooperates with other institutions in the country and abroad in order to implement study programs. It implements joint projects with foreign universities (conferences, mobility and other collaborations), and the results of those projects are relevant to the study programs. The institution implements joint programs with foreign universities.

List of international cooperation agreements including for the Erasmus+ program;  
Overview of specific collaborations (conferences, mobility and other collaborations) with other institutions in the country and abroad (overview for the last five years with a description of the collaboration and relevance to the study programs);  
Number and list of teaching staff who participated in forms of international cooperation (overviewed by year for the last five years);  
Information on the implementation of joint programs with foreign universities.

Within the framework of the Erasmus+ Charter 2021–2027 (Annex 9.4.A), Business Academy Smilevski (BAS) is actively working on expanding its list of international partners to broaden various forms and types of collaboration, primarily focused on staff and student mobility. In the context of the Erasmus+ program, BAS currently has active inter-institutional agreements with the following institutions:

Albania: University College of Business

Bulgaria: European Higher School of Economics and Management

Poland: "St. John Paul II" Higher School of Social and Medical Sciences in Kielce

Portugal: Isla-Santarem, Educação e Cultura Unipessoal, Lda.

Slovenia: Faculty of Economics and Informatics

Serbia: Modern Business School

Serbia: Union Nikola Tesla University

Serbia Singidunum University

Türkiye: Tokat Gaziosmanpaşa University

Türkiye: Sivas Cumhuriyet University

Latvia: College of Business Administration

Hungary: Milton Friedman University

Croatia: PAR Business School

Croatia: Polytechnic of Sibenik

Information about Erasmus+ partnerships is published on the BAS website at the following link: <https://bas.edu.mk/erasmus>, and additionally provided as a screenshot from the Erasmus+ dashboard website: <https://ewp-dashboard.com> (Annex 9.4.B).

In addition to the Erasmus Charter, BAS signs cooperation agreements or memorandums of understanding with institutions locally and internationally, creating various consortia, groups, or boards for joint participation in projects, conferences, symposia, workshops, and other activities. From the aspect of international cooperation, BAS collaborates with the following partners:

ALBANIA: Albanian British Chamber

Bulgaria: European Higher School of Economics and Management, Plovdiv, Bulgaria

North Macedonia: Military Academy, Skopje, North Macedonia

North Macedonia: MIT University, Skopje, North Macedonia

North Macedonia: South East European University, Tetovo, North Macedonia

North Macedonia: SOU "Orde Chopela", Prilep, North Macedonia

North Macedonia: SOZU "Kuzman Shapkarev", Bitola, North Macedonia

Kosovo: AAB College, Pristina, Kosovo

Information about international agreements and memorandums of cooperation is published on the BAS website at the following link: <https://bas.edu.mk/partnerstva-sorabotki/>.

Additionally, BAS has over 50 collaborations with organizations from the public and private sectors in North Macedonia, bringing students closer to the real business world. The list of institutions is published in the Student Practice section of the BAS website, accessible at: <https://bas.edu.mk/studii/karieren-centar-i-studentska-praksa/>.

## Annexes

[Annex 9.4.A Erasmus Charter for Higher Education BAS 2021–2027](#)

[Annex 9.4.B EWP Dashboard screenshot](#)

[Annex 9.4.C Specific examples of international collaborations](#)

[Annex 9.4.D List of academic staff members who participated in forms of international cooperation](#)

9.5. The institution has established a system for attracting teachers and students from abroad. Foreign professors are regularly involved in teaching, are engaged as mentors or members of committees for evaluating master's and doctoral theses, etc. The number of foreign students is increasing.

List of teachers from abroad who teach or are involved in teaching (with information on the scope of participation in teaching, period and home higher education institution);

List of teachers from abroad involved as mentors or members of committees for assessment/defense of master's and doctoral theses;

Number of enrolled foreign students per study program for all cycles of studies in the past five years.

As part of its activities, BAS implements so-called visiting lectures or guest lectures delivered by foreign professors through cooperation agreements and memorandums. Below is the list of lecturers who conducted teaching sessions with BAS students in some of the study programs:

Živan Živković, University of Belgrade, Faculty in BOR, Department of Industrial Management;

November 4, 2020, Selected Chapters from Strategic Management, second cycle of studies, course: Strategic Management.

Slobodan Čamilović, Sveučilište/University "Vitez", Travnik, Bosnia and Herzegovina;

September 16, 2020, Salary System and Rewarding, second cycle of studies, course: Human Resource Management.

Péter Odri, Dunaújváros University, Hungary (recognized scientist);

November 4, 2022, Plenary lecture at the Seventh International Scientific Conference at BAS, topic: Temporal and Spatial Course of Industrial (Economic) Transition in Eastern Europe, Dunaújváros University, Hungary.

Péter Odri, Dunaújváros University, Hungary (recognized scientist);

November 1, 2024, Plenary lecture at the Eighth International Scientific Conference at BAS, topic: The Future Role of Artificial Intelligence in Business and Management, Dunaújváros University, Hungary.

György Horváth, Fraunhofer Institute ISI, Karlsruhe, Germany (recognized scientist);  
October 31, 2024, Lecture on the topic: Transition from Industry 4.0 to Industry 5.0, as part of the pre-conference activities of the Eighth International Scientific Conference "Contemporary Management Challenges and Organizational Sciences" at BAS.

György Horváth, Fraunhofer Institute ISI, Karlsruhe, Germany (recognized scientist);  
November 1, 2024, Plenary lecture at the Eighth International Scientific Conference at BAS, topic: Industry 5.0: Harnessing the Synergy Between Human Competencies and Technology to Sustain Competitiveness, Fraunhofer Institute ISI, Karlsruhe, Germany.

Nikolaos Charisiou, University of Western Macedonia, Department of Chemical Engineering, Greece (recognized scientist);

Plenary lecture at the Eighth International Scientific Conference at BAS, topic: The Critical Role of the University of Western Macedonia During the Region's Energy Transition, University of Western Macedonia, Department of Chemical Engineering, Greece.

Nikolaos Charisiou – Air pollution levels at an area under energy transition (Western Macedonia, Greece), INTERREG IPA Cross-Border Cooperation Programme "Greece - Republic of North Macedonia 2014-2020": Across Border Educational and Technological Innovation Hot-Spots / GEMS (2022–2023).

Maria Goula (recognized scientist) – Across Border Educational and Technological Innovation Hot-Spots / GEMS, INTERREG IPA Cross-Border Cooperation Programme "Greece - Republic of North Macedonia 2014-2020": Across Border Educational and Technological Innovation Hot-Spots / GEMS (2022–2023).

Within the study programs at BAS, over the past five years, no foreign professors have delivered regular courses or specialized subjects.

Additionally, within the study programs at BAS, in the past five years, there has been no participation of foreign professors as mentors or members of committees for the evaluation/defense of master's or specialist theses.

In the last five years, no international students have been enrolled in any of the BAS study programs.

#### **Annexes**

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### **3. ADDITIONAL INFORMATION**

#### **3. ADDITIONAL INFORMATION**

Additional information relevant to the quality of higher education may be provided in this section. This section should not exceed 3 pages.

Примено:	25. 04. 2025		
Организациона единица	Број	Прилог	Вредност
03	04/31	—	—

Translation

## Statement of accuracy and truthfulness of data

Under full material and criminal liability, I prof. PhD Gordana Tasevska with Unique reg. no. 1309968415012, responsible person, director of the higher education institution, declare that all data presented in the Self-Evaluation Report of the higher education institution PNVUSVSSH Business Academy Smilevski – BAS, Skopje for the period 2020-2024 are accurate and true.

Declared,  
prof. PhD Gordana Tasevska  
Illegible signature  
(hand-written signature)

I, NOTARY Violeta Angelovska  
for the district of the Court of First Instance in Bitola  
Confirm that Gordana Tasevska, st. Mirka Ginova no. 15-59 Bitola  
in my presence signed this document – put his signature  
on it – and confirmed his signature.  
I confirmed the identity according to the ID with the  
no. M0048512 MIA Bitola  
The signature – handwritten of his own writing is put on this document  
According to the article 86 paragraph (4) from the Notary Law,  
clients are informed that the notary is not responsible  
for the content of this document, nor is obliged to question  
whether the clients are authorized for that legal thing.  
The Notary fee for verification with heading no.10 t. 2  
from the Law of court fees with the amount of 150 denars is charged  
and noted on the sample that is archived.  
Notary reward is calculated in amount of 300 denars.

Number: UZP 2563/2025  
Bitola 25.04.2025

Round rubber seal  
Republic of North Macedonia  
Coat of Arms  
for the district of Court of First Instance in Bitola  
Notary, Violeta Angelovska

Rectangular rubber seal  
Republic of North Macedonia  
Coat of Arms  
for the district of Court of First Instance in Bitola  
Assistant Notary, Tome Angelovski  
Illegible Signature

I hereby confirm that  
this translation from  
Macedonian into English  
is true and correct.  
Authorized translator  
Jasmina Vasilevska  
Jane Sandanski 63  
Bitola, 25.04.2025



Потврдувам дека преводот од  
Македонски на Англиски јазик  
е вистинит и точен.

Овластен преведувач:  
Јасмина Василевска  
Јане Сандански 63  
Битола, 25.04.2025

