

Doc. 300.1.2

Date: 18/10/2022

Higher Education Institution's Response

- **Higher Education Institution:**
The Cyprus Institute of Marketing
- **Town:** Limassol
- **Programme of study
Name (Duration, ECTS, Cycle)**

In Greek:

Διοίκηση Ναυτιλιακών Μονάδων (με προαιρετική επιλογή για επικέντρωση στην Εφοδιαστική Αλυσίδα), 4 Χρόνια, 240 ECTS, Πτυχίο

In English:

- **Shipping Management (with an optional concentration in Logistics), 4 Years, 240 ECTS, BA**
- **Language(s) of instruction:** English
- **Programme's status:** Currently Operating and Accredited
- **Concentrations (if any):**

In Greek: Εφοδιαστική Αλυσίδα
In English: Logistics



The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 to 2019” [N. 136 (I)/2015 to N. 35(I)/2019].

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
 - *the findings, strengths, areas of improvement and recommendations of the EEC*
 - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4).*
- *In case of annexes, those should be attached and sent on a separate document.*

1. Study programme and study programme's design and development

(ESG 1.1, 1.2, 1.7, 1.8, 1.9)

EEC

➤ Strengths:

- *The program serves the needs of the local shipping community sufficiently.*
- *The program as a whole is well designed and fulfils what is expected from comparable study programs in similar higher education institutions.*

CIM

We would like to express our sincere appreciation to the EEC for their kind words.

EEC

➤ Areas of improvement:

- *Although statistics for the career progression of CIM alumni are available on the website at an aggregate level, the school should also report detailed statistics for BA in Shipping Management.*

CIM

As we have explained to the EEC, in October 2022 we will have Year 4 students on the programme under accreditation so we will have the first alumni for the BA in Shipping Management in November 2023. Once we have alumni, we will provide detailed statistics about career progression as we do for all programmes.

EEC

- *The lack of diversification could be an issue for the sustainable development of the programme which relies exclusively on the local Cypriot market, both for recruitment and for the employment of students after graduation. For the program to be sustainable in the long-run, the school is required to diversify and expand.*

CIM

- The decision to focus primarily on the local market is purely a strategic one since as an Institution our emphasis is placed on quality rather than on quantity. In addition, due to the nature of our Institution i.e., exclusively evening classes, it is more attractive to the local rather than international marketing. Having said that, the programme enjoys international recognition and is fully aligned to the international standards so at any given time, we can recruit students from the international market.

The programme is currently sustainable and solid in all respects. With the new specialisation in Logistics, student numbers are expected to expand considerably.

EEC

- *There is a need to improve module specifications in some areas, in particular:*
 - a) *Revise the curriculum to avoid overlaps such as: Supply Chain and Logistics Innovations (3rd year elective). What is the difference with the 4th year module: Supply Chain Management and the 4th year elective (Global Logistics and Supply Chain)?*

- b) *MAE250 (2nd year) you ask students to “critically evaluate”? You also have a lecture on shipping and logistics, is that needed?*
- *PMO251 which is a 2nd year module also uses “critically evaluate”.*
- c) *In several modules there are 2 sessions of revision “back-to-back”, it would be better is you split them.*
- d) *For module SLI355 please revise the following learning outcomes as they are abstract, and it could be difficult to be assessed based on descriptors mentioned below:*
- *Demonstrate an understanding of the major trends transforming the supply chain and logistics industry using case studies and interviews conducted with key actors.*
 - *Vision how supply chains will develop in the coming years and what a future logistics operation will look like.*

CIM

- We would like to thank the EEC for their comments and as discussed during the accreditation visit, we have now implemented all required changes. The updated Syllabus is attached. In particular:
 - a) To avoid the issue of overlaps between 3 modules relating to “Supply Chain” we have now replaced module “Supply Chain and Logistics Innovation” with module “Operations Management and Logistics” and we have modified the remaining 2 modules in a leaner way i.e. Module “Global Logistics and Supply Chain” has now been modified to “Global Logistics”.
 - b) We have revisited all Learning Objectives ensuring that they are fully aligned to the level of each module i.e., we have removed references to “Critically Evaluate” for Year 1 and Year 2 modules. As such, the modules now refer to “Demonstrate” rather than “Critically Evaluate”.
 - c) We have solved the comment about “back-to-back” revision sessions by introducing a Revision session before the end of Term 1 i.e. Revision now set for Week 10 and Week 26.
 - d) Module SLI355 has now been replaced with a new module as mentioned above.

2. Student – centred learning, teaching and assessment (ESG 1.3)

EEC

➤ Strengths:

- *Links with local shipping community.*
- *The majority of the visiting faculty comes from the local shipping community. This provides a practical angle in the lectures that is consistent with the practical nature of the programme. This also offers opportunities for internships and employment that students appreciate.*
- *The programme provides applied and practical training that the students can use in their early career stage.*

CIM

We would like to express our sincere appreciation to the EEC for their kind words and for identifying a series of strengths for our programme.

EEC

➤ Areas of improvement:

- *Although we did not have the chance to review assignments and other assessment material, the lack of an active research agenda in the program, implies that some of the modules may be assessed at a vocational rather than an academic level.*

CIM

- Firstly, we had made available assignments and other assessment for the EEC to review but we had not been asked to do so. We would more than happy to share assessment samples. Secondly, we beg to disagree that there is a “lack of an active research agenda in the program”. We have a clearly defined research agenda in the program which comes together with the “Project” at Year 4 of the programme. Finally, all modules are clearly assessed at an academic level and there is no element of vocational assessment in the programme i.e., all modules are assessed by assignments and exams.

EEC

- *The integration of careers and internships could happen earlier in the program.*

CIM

- As explained to the EEC, most of our students are employed when they are enrolled on Year 1 of the programme. We have several internship schemes which are available from the end of Year 1 so in every respect the integration of careers and internships is fully integrated in the programme from Day 1.

EEC

- *The program should have a mechanism in place to follow the career progress of the graduates for a set number of years after graduation. That would also be helpful for marketing and attracting potential students.*



CIM

- Our Alumni Association in partnership with our Careers office has a very clear mechanism in place to follow the career progress of graduates for 5-10 years after graduation. This is in place for all programmes so as soon as we have the first set of alumni for the BA Shipping Management, we will include them as well in the mechanism.

EEC

- *It appears that students come from a variety background and some lack shipping specific knowledge. It is recommended to introduce more shipping related courses in 1st year.*

CIM

- We have been offering this programme in the past 3 years and it was accredited in this way in 2017.
- We respect the recommendation of the EEC and as such we have introduced another shipping related module in Year 1, namely “Shipping Business SHB118”. Detailed information can be found on the update Programme Syllabus.

3. Teaching staff (ESG 1.5)

EEC

➤ Strengths:

- *Students are happy with the quality of delivery.*
- *Lecturers are flexible and adaptable in accommodating student needs.*
- *The small group sizes are providing opportunities for better interaction between students and staff.*

CIM

- We would like to express our appreciation to the EEC for identifying this substantial number of strengths and examples of best practice, proof, we believe, of the success of the programme and the balance achieved between academic theory and experiential learning.

EEC

➤ Areas of improvement:

- *The school is encouraged to invest in recruiting resident research active staff in shipping. The absence of a clear research agenda in shipping will have implications for the quality of teaching, innovation of the program and would be the key factor that will affect the viability and sustainability of the degree.*

CIM

- We have invested considerably in recruiting resident research active staff in various fields, since our resident research active staff have increased by 20% in the past 3 years.
- Our in-house Research Centre, the Cyprus Centre for Business Research is the most active Research Centre in Cyprus amongst Private Colleges.
- Shipping is one of the fundamental pillars of the research activity and as such there is a clear research agenda ensuring the viability and sustainability of the degree. Samples of the Research Activity in shipping is presented as an Annex.

EEC

- *The school should make an effort to enhance collaboration between faculty members to avoid overlaps in the delivery of the modules and increase coherence of teaching material.*

CIM

- There is outstanding collaboration between faculty members.
- Some instances of overlap that have been identified by the EEC have all been dealt with and relevant corrections are apparent on the updated Syllabus which is attached.

4. Student admission, progression, recognition and certification

(ESG 1.4)

EEC

➤ Strengths:

- *The flexibility and the competitive price of the program are elements of attraction for the local potential students. Equally, the links with the local shipping community and employment opportunities during their studies and after graduation are important contributors.*
- *Modules are taught in English which prepares students to enter the global market.*

CIM

- We are delighted to note that the EEC was impressed with the quality of our students. At CIM, we strive to provide academic excellence, and the comments of our students fill us with confidence of the success of the programme and the continued appeal of CIM.

EEC

➤ Areas of improvement:

- *Information about student progression would be useful for the school and its marketing.*

CIM

- We have provided the EEC with detailed data on student progression and for convenience the relevant data is attached once again.
- Once we have the first graduates of the programme in October 2023, we will include them in the career monitoring mechanism.

5. Learning resources and student support

(ESG 1.6)

EEC

➤ Strengths:

- *Adaptability and quick response during Covid, demonstrated that the program team was motivated and engaged.*
- *The development of an inhouse Digital Learning Environment is an innovative and effective feature of the CIM.*
- *Staff to student ratio for the BA Shipping Management is healthy and benefits students.*
- *There is good pastoral care for students.*

CIM

- We would like to express our appreciation to the EEC for recognising strengths and examples of best practice, proof of the strength of the programme and the rich learning resources we strive to offer our students, as well as our commitment to outstanding student support.

EEC

➤ Areas of improvement:

- *The management should consider providing accessibility to the facilities for physicality challenged students.*

CIM

- Our Limassol Campus has secured final permit from all the relevant authorities including accessibility for physically challenged students i.e. ramps, elevator, disabled toilet.

EEC

- *To enhance the research activities the institution should invest in research resources as well, this includes databases that provide bespoke shipping and business data.*

CIM

- We are surprised by the above assessment since both our Bachelor in Shipping and our MBA Shipping have been accredited for several years and as such, we provide bespoke shipping and business data.
- CIM has invested considerably in research resources and thus offers its student a wealth of expensive learning resources, such as:
 - Emerald 200 Management Journal Collection
 - EBSCO Business E-Book Collection
 - EBSCO Business Source Elite (BSE) as a resource in area of "Shipping & Logistics"In addition, access to specialised Shipping related journals is provided, including subscriptions to:
 - JOURNAL OF SHIPPING & TRADE
 - JOURNAL OF MARITIME RESEARCH
 - MARITIME ECONOMICS & LOGISTICS
 - THE INTERNATIONAL JOURNAL OF LOGISTICS MANAGEMENT
 - THE INTERNATIONAL JOURNAL OF PHYSICAL DISTRIBUTION AND LOGISTICS MANAGEMENT
 - JOURNAL OF HUMANITARIAN LOGISTICS AND SUPPLY CHAIN MANAGEMENT
 - SUPPLY CHAIN MANAGEMENT: AN INTERNATIONAL JOURNAL



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CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION



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- Moreover, and because of our continued commitment to enriching our learning resources, we have only last year secured access for our Shipping students to **Clarksons Research, Shipping Intelligence Network**.



6. Additional for doctoral programmes
(ALL ESG)

N/A



7. Eligibility (Joint programme) (ALL ESG)

N/A

B. Conclusions and final remarks

EEC

➤ **Strengths:**

- *The BA in Shipping Management program is a degree that concentrates around the shipping community in Cyprus. It operates successfully based on feedback from the students, employment opportunities that it offers and links with the business community.*
- *Students are satisfied with their learning experience. They are provided with opportunities to engage with the shipping sector early in their studies. The leadership team and members of the teaching staff are also engaged with and closely monitor the educational needs of the students, offering them high levels of pastoral care.*

CIM

- We would like to express our appreciation to the EEC for identifying these strengths and examples of best practice.

EEC

➤ **Areas of improvement:**

- *The course relies on the local market for recruiting students and offering them employment opportunities. As a result, the course may be exposed to any potential downturn in the shipping sector or the local economy. This also restricts the employment choices for the graduates which may limit the potential pool of recruitment for the course even further.*

CIM

- As already stated, the decision to focus primarily on the local market is purely a strategic one since as an Institution our emphasis is placed on quality rather than on quantity. In addition, due to the nature of our Institution i.e., exclusively evening classes, it is more attractive to the local rather than then international marketing. Having said that, the programme enjoys international recognition and is fully aligned to the international standards so at any given time, we can recruit students from the international market.
- The programme is currently sustainable and solid in all respects. With the new specialisation in Logistics, student numbers are expected to expand considerably.

EEC

- *The absence of a clear research plan for shipping is also a cause of concern. Research is important for updating the curriculum, innovating in the degree, and enhancing the skills of the students. Additionally, the absence of a clear research culture makes it difficult to differentiate this degree from an ordinary vocational degree. In our view these are important points that the leadership team must consider carefully going forward.*

CIM

- We have invested considerably in recruiting resident research active staff in various fields since our resident research active staff have increased by 20% in the past 3 years.
- Our in-house Research Centre, the Cyprus Centre for Business Research is the most active Research Centre in Cyprus amongst Private Colleges.

- Shipping is one of the fundamental pillars of the research activity and as such there is a clear research agenda ensuring the viability and sustainability of the degree. Samples of the Research Activity in shipping is presented as an Annex.

Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Dr Myria Kkali	Academic Director	
Captain Valentin Mavrinas	Programme Leader	
Prof Marios Georgiou	MBA Director	
Dr Christos Hadjiyannis	Dean	
Dr Constantinos Constantinou	Director of Research	

Date: 18/10/2022

