



Doc. 300.1.2

Date: 20/11/2023

## Higher Education Institution's Response

- **Higher Education Institution:**  
Mediterranean Institute of Management

- **Town:** Nicosia

- **Programme of study**  
Name (Duration, ECTS, Cycle)

**In Greek:**

Μεταπτυχιακό στη Διοίκηση Επιχειρήσεων, 90 ECTS,  
13-18 Months

**In English:**

Master of Business Administration, 90 ECTS, 13-18  
Months

- **Language(s) of instruction:** English

- **Programme's status:** Currently Operating

- **Concentrations (if any):**

**In Greek:** N/A

**In English:** N/A



**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 2021 [L.136(I)/2015 – L.132(I)/2021].**

## 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 300.1.1/1 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. The answers' documentation should be brief and accurate and supported by the relevant documentation. Referral to annexes should be made only when necessary.*
- *In particular, under each assessment area and by using the 2<sup>nd</sup> column of each table, the HEI must respond on the following:*
  - *the areas of improvement and recommendations of the EEC*
  - *the conclusions and final remarks noted by the EEC*
- *The institution should respond to the EEC comments, in the designated area next each comment. The comments of the EEC should be copied from the EEC report **without any interference** in the content.*
- *In case of annexes, those should be attached and sent on separate document(s). Each document should be in \*.pdf format and named as annex1, annex2, etc.*

**1. Study programme and study programme's design and development**  
(ESG 1.1, 1.2, 1.7, 1.8, 1.9)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For Official Use ONLY
<p>Attention should be given to ensuring that students are exposed to current developments and the latest key trends in the field of business and management.</p>	<p>The MIM will continue the periodic review of the program curriculum integrating industry-relevant topics and changes in the business environment. The MIM will encourage its faculty to invite more often professionals, industry experts, and successful entrepreneurs to give lectures. These speakers share real-world experiences, discuss current trends, and provide insights into the practical application of business theories. In addition, the MIM will organize professional development workshops on topics such as leadership skills, emerging technologies, and industry-specific tools.</p> <p>MIM is a member of the Business Graduates Association (BGA) and thus its faculty, students and graduates have free access to the digital edition of AMBITION business magazine. The Ambition magazine is a source of valuable content for students, graduates, business thinkers and practitioners.</p>	<p>Choose level of compliance:</p>
<p>Consider certain revisions in the curriculum content for the future. Such revisions may include but are not limited to: develop leadership skills such as agility and resilience, the art of delegation and how to lead with impact.</p>	<p>The MIM will continue the periodic review of the program curriculum and will make the necessary revisions integrating industry-relevant topics and changes in the business environment. As a first step the "Human Resource Management and Organizational Behavior" course which already deals with leadership topics will be revised to place more emphasis on leadership skills.</p>	<p>Choose level of compliance:</p>

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

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MIM should clearly communicate to the lecturers – internal or external – what is to be expected from them in terms of teaching standards.	The Teaching Staff Manual will be reviewed and updated if necessary to clearly define the teaching standards expected from lecturers. In addition, orientation sessions will be held at the beginning of the academic year to discuss teaching standards and to encourage lecturers to share their thoughts on the teaching standards and provide suggestions for improvement. During performance reviews constructive feedback will be provided based on teaching standards and areas of improvement will be discussed.	Choose level of compliance:
Increase the openness of the programme, by developing more ties with private sector, other institutions, etc.	The MIM runs an Internship Program (IP) for its unemployed students. Through the IP it establishes partnerships with organizations in the public and private sector who provide students with valuable work experiences. The MIM will further increase the openness of the study programme by organizing networking events, workshops, and conferences that bring together faculty, students, and representatives from the private sector and other institutions. Furthermore, it will encourage faculty members to participate in industry-specific forums, conferences, and seminars.	Choose level of compliance:
Site visits to private sectors, organisations and study trips can be one way of achieving the goal of openness.	MIM lecturers invite guest lecturers from the private sector to present topics of their expertise and to share industry best practices. In addition to that the MIM will seek to develop and offer professional development workshops in	Choose level of compliance:



	collaboration with the private sectors. Faculty members and students will be encouraged to participate in industry-specific forums, conferences, and seminars.	
Consider enhancing a group of more elective courses to enrich the programme curriculum.	The MIM is a small-scale institution, with a small number of students. However, it will look into current developments and the latest key trends in the field of business and management and if required will apply the applicable curriculum review procedures.	Choose level of compliance:



### 3. Teaching staff (ESG 1.5)

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<p>The EEC recommends that MIM consider providing additional support to the faculty members, as they now have added responsibilities, not only due to the new programme's enrolment but also because of the increased requirements (such as more master dissertations) and the potential needs of students at any given time. This support might include the establishment of proper financial incentives.</p>	<p>The MIM will gather faculty needs through a survey and in addition a meeting will be held to further discuss the support they need and possible incentives.</p>	<p>Choose level of compliance:</p>
<p>Encouraging increased faculty involvement with the private and public sectors to enhance the programme's appeal and improve teaching effectiveness. Engaging in public policy discussions and contributing to regulatory developments could also empower faculty to make applied contributions.</p>	<p>The MIM faculty consists of individuals from the private and public sectors, several of whom are consultants and entrepreneurs with extensive experience in the business environment and the challenges it faces. Members of the MIM teaching staff are senior public sector officers holding positions that give them the opportunity contribute to regulatory developments.</p>	<p>Choose level of compliance:</p>

**4. Student admission, progression, recognition and certification**  
*(ESG 1.4)*

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<p>Topics and case studies oriented to local (Cypriot) public sector should be included since all the students are Cypriots.</p>	<p>The MIM is currently offering the conventional program Master of Business Administration (English and Greek) and the conventional program Master in Public Administration (only in Greek). Students from both programs are free to choose the topic of their dissertation to be oriented to the Cypriot public sector if they wish. Similarly, students when asked to prepare projects which deal with problems or issues that concern organizations have the possibility to choose public organizations.</p>	<p>Choose level of compliance:</p>
<p>Some students mentioned that one of the main motivations for potentially joining a DL programme is the time savings and cost-effectiveness, especially if they live in different regions. Senior management should carefully review this as it pertains to the programme's sustainability.</p>	<p>It is a fact that many choose distance education for the time and cost savings. However, it is crucial that they are well informed about all aspects of distance education. And, thus the MIM will ensure that potential students are properly informed about the special characteristics and requirements of each program so that they are able to choose knowing all the parameters that will allow them to make the right decision based on both their work and social profile but also to their academic needs/specificities.</p>	<p>Choose level of compliance:</p>



## 5. Learning resources and student support (ESG 1.6)

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<p>MIM works with an unusually high proportion of external instructors (approx. 80 %). Ensuring the quality of teaching is a particular challenge here. It is strongly recommended to clearly communicate the quality standards (or Key Performance Indicators). Based on these standards, MIM should develop a more formal, mandatory professional development training programme for current and new lecturers not only in terms of the technical use of the educational platforms used and tools but also in terms of pedagogical aspects.</p>	<p>The MIM will prepare professional development training program in collaboration with the academic staff taking into consideration their needs, the current and future developments and national and international requirements in the educational environment. Quality education is of prime importance to the MIM and it takes all necessary measures to ensure that is of the highest standard. Procedures and mechanism are in place to measure quality and continuously improve it.</p>	<p>Choose level of compliance:</p>
<p>The EEC believes that the administrative team for the MBA programme is performing admirably. However, we do have a recommendation to make. We strongly believe that the programme and any new DL programme on the way, would benefit from the recruitment of new permanent personnel. The current administrative team is burdened with a significant workload to maintain a long-term strategic plan for the programme and the MIM. Therefore, our recommendation to the senior management is to invest in acquiring more permanent human capital for the department.</p>	<p>The Cyprus Productivity Centre (the department under which the MIM operates) is in the process of recruiting 2 officers as permanent personnel. At the same time, the Ministry of Labor and Social Insurance has forwarded a request to the Ministry of Finance for the creation of five additional positions of officers for the CPC/MIM In view of the increased needs for human resources and especially management personnel, certain positions will be filled by administration officers.</p>	<p>Choose level of compliance:</p>
<p>Finally, an annually updated bibliography of books and journals' papers should be provided for every cohort due to rapidly growing literature on the field, in line with the programmes offered.</p>	<p>MIM urges faculty to review the bibliography at regular intervals so it is up to date and in line with all developments in the field of management and the program's content. The process of updating the bibliography is done with the cooperation of the management, the teaching staff and the librarian.</p>	

**6. Additional for doctoral programmes**  
 (ALL ESG)

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**7. Eligibility (Joint programme)**  
 (ALL ESG)

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## B. Conclusions and final remarks

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<p>The EEC welcomes the programme positively as it holds the potential to allow MIM to promote its brand name, programmes, and reputation, fostering collaboration with both local and international industry and business. Like most programme proposals, there is room for improvement. Indeed, we have identified areas for reflection, elaboration, and further development, as outlined in each section above. All of the above concerns can be reflected in the programme content, as well as in the course content in the current proposed curriculum.</p>	<p>All the recommendations will be used to further improve the program and to ensure its quality. For each recommendation specific actions will be implemented as explained in each section above.</p>	<p>Choose level of compliance:</p>
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C.

**D. Higher Education Institution academic representatives**

<i>Name</i>	<i>Position</i>	
<b>Maria Nicolaou Christou</b>	Ag. Director	
<b>Kyprianos Nicolaides</b>	MIM Manager	
Click to enter Name	Click to enter Position	
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