

**Cyprus Agency of Quality Assurance and Accreditation in
Higher Education**

Republic of Cyprus

**External Evaluation Report
Program of Study**

**Institution: ...Neapolis University, Paphos, Republic of
Cyprus**

Program of Study:MBA in Shipping

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INSTRUCTIONS:

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 2016” [N. 136 (I)/2015].

The document is duly completed by the External Evaluation Committee for each program of study. The ANNEX (Doc. Number 300.1) constitutes an integral part of the external evaluation report for the external evaluation accreditation of a program of study.

EXTERNAL EVALUATION COMMITTEE:

NAME	TITLE	UNIVERSITY / INSTITUTION
Ioannis Theotokas	Professor	University of the Aegean
Henning Jessen	Professor	WMU, Sweden
Andrew Tettenborn	Professor	University of Swansea, United Kingdom
Efthimios Likopoulos	Mr	University of Cyprus (student)

INTRODUCTION:

I. The External Evaluation procedure

- Short description of the documents that have been studied, of the on site visit meetings, and of the on site visit to the infrastructures.

II. The Internal Evaluation procedure

- Comments concerning the quality and the completeness of the application submitted by the institution of higher education (Doc. Number 200.1), as well as concerning the overall acceptance of and participation in the quality assurance procedures, by the institution in general and by the program of study under evaluation in particular.

[Note: this is a summary, and for details the reader is referred to our more specific comments below].

We were supplied with the document 200.1 and, as detailed below, a number of other documents on our request. We paid a productive site visit on 29.8.2017, where having been met by the Vice-Rector, we noted every effort was made to help us. We interviewed the Dean and three members of faculty and administrative staff (a quality assurance manager, the librarian, a secretary and the head of campus administration). We also met two students who provided us with useful information in the absence of faculty.

As for our view of the quality of the application, this will appear from what we state below. Although there were some failings, it was on the whole satisfactory. It should be noted that, since the University is entirely dependent on a for-profit financial group, all our estimations depend on the future ability and willingness of that group to continue to support the University.

FINDINGS:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

- **Organization of Teaching Work**
- **Teaching**
- **Teaching personnel**

As will appear in our detailed coverage, we are (subject to the notes below) largely satisfied with these aspects. But we had some reservations about measures to prevent and dictate plagiarism, and also about possible excessive teaching loads on certain teaching members teaching the course who also taught on undergraduate programs.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

- **Purpose and Objectives and learning outcomes of the Program of Study**
- **Structure and Content of the Program of studies**
- **Quality Assurance of the Program of studies**
- **Management of the Program of Study**
- **International Dimension of the Program of Study**
- **Connection with the labor market and the society**

We were satisfied overall here that we had the necessary information, although we noted inconsistencies in places between title and content of modules, and also some inconsistencies in the designation of the target audience (see para.11(2) and 12(1) of 200.1). In addition we had (1) feelings that certain topics could do with being added to particular modules or transferred from one module to another; (2) a view that some new courses might be added; and (3) a view that, in the light of the nature of the course, more emphasis should be laid on the teaching of quantitative methods; and (4) a view that at least some students on existing courses had never had properly communicated to them the forms on which they were asked to comment on the course.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- **Research Teaching Synergies**

We had no major worries here, but (1) we thought more could be done to ensure latest research results informed teaching, and (2) we received no detailed information on internal research funding (though, to be fair, the matter does not seem to have given rise to complaint. We also received certain indications that students were not adequately informed of their right to comment on the course.

4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK

- **Administrative Mechanisms**
- **Infrastructures / Support**
- **Financial Resources**

We were largely happy here, subject to a small point about the updating of library books.

5. DISTANCE LEARNING PROGRAMS

Not applicable



6. DOCTORAL PROGRAMS OF STUDY

Not applicable

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE¹

- The present situation of the program, good practices, weaknesses that have been detected during the external evaluation procedure by the external evaluation committee, suggestions for improvement.

It will appear from what has been said above that the proposal provides broadly adequate information (despite certain inconsistencies and omissions). But as a result of looking at the proposal and our discussions at the site meeting we did have a number of concerns that, while not rendering the program unviable, seem to us to need addressing. The details of these concerns are made clear in the findings below and the notes appended thereto.

¹ It is highlighted, at this point, that the External Evaluation Committee is expected to justify its findings and its suggestions on the basis of the Document num.: 300.1. The External Evaluation Committee is not expected to submit a suggestion for the approval or the rejection of the program of study under evaluation. This decision falls under the competencies of the Council of the Agency of Quality Assurance and Accreditation of higher education.

Doc. Number: 300.1

Quality Standards and Indicators
External Evaluation of a Program of Study

Institution: **Neapolis University, Paphos, Republic of Cyprus**

Program of Study: **MBA in Shipping**

Duration of the Program of Study: **18 months (3 semesters)**

Evaluation Date: **30 August 2017**

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 2016”.

The document describes the quality standards and indicators, which will be applied for the external evaluation of programs of study of institutions of higher education, by the External Evaluation Committee.

DIRECTIONS: Note what is applicable for each quality standard/indicator.

1. Applicable to a minimum degree
2. Applicable to a non satisfactory degree
3. Applicable to a satisfactory degree
4. Applicable to a very satisfactory degree
5. It applies and it constitutes a good practice

It is pointed out that, in the case of standards and indicators that cannot be applied due to the status of the institution and/or of the program of study, N/A (= Not Applicable) should be noted and a detailed explanation should be provided on the institution’s corresponding policy regarding the specific quality standard or indicator.

Members of the External Evaluation Committee

NAME	TITLE	UNIVERSITY / INSTITUTION
Ioannis Thetokas	Professor	University of the Aegean
Henning Jessen	Professor	WMU, Sweden
Andrew Tettenborn	Professor	Swansea University, UK
Efthimios Likopoulos	Mr	University of Cyprus

Date and Time of the On-Site Visit: 0900 August 29, 2017

Duration of the On-Site Visit: 8 hours

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES					
1.1	Organization of teaching work	2	3	4	5
1.1.1	The student admission requirements to the program of study, are based on specific regulations which are adhered to in a consistent manner.				X
1.1.2	The number of students in each class allows for constructive teaching and communication, and it compares positively to the current international standards and/or practices.				X
1.1.3	The organization of the educational process safeguards the quality implementation of the program's purpose and objectives and the achievement of the learning outcomes. Particularly, the following are taken into consideration:				
	1.1.3.1 The implementation of a specific academic calendar and its timely publication.				X

	1.1.3.2	The disclosure of the program's curricula to the students, and their implementation by the teaching personnel				X
	1.1.3.3	The course web-pages, updated with the relevant supplementary material				N / A
	1.1.3.4	The procedures for the fulfillment of undergraduate and postgraduate assignments / practical training			X	
	1.1.3.5	The procedures for the conduct and the format of the examinations and for student assessment			X	
	1.1.3.6	The effective provision of information to the students and the enhancement of their participation in the procedures for the improvement of the educational process.			X	
1.1.4	Adequate and modern learning resources, are available to the students, including the following:					
	1.1.4.1	facilities			X	
	1.1.4.2	library				X
	1.1.4.3	infrastructure				X
	1.1.4.4	student welfare				X
	1.1.4.5	academic mentoring				X
1.1.5	A policy for regular and effective communication, between the teaching personnel and the students, is applied.				X	
1.1.6	The teaching personnel, for each course, provide timely and effective feedback to the students.				X	
1.1.7	Statutory mechanisms, for the support of students and the communication with the teaching personnel, are effective.					X
1.1.8	Control mechanisms for student performance are effective.				X	
1.1.9	Support mechanisms for students with problematic academic performance are effective.				X	
1.1.10	Academic mentoring processes are transparent and effective for undergraduate and postgraduate programs and are taken into consideration for the calculation of academic work load.			X		

1.1.11	The program of study applies an effective policy for the prevention and detection of plagiarism.		X		
1.1.12	The program of study provides satisfactory mechanisms for complaint management and for dispute resolution.				X

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

Notes:

1.1.1: We cannot say whether the criteria are adhered to because this is a new course.

1.1.3.2: we cannot say whether the criteria will be adhered to because this is a new course. But we are told that the practice is for curricula to be followed in substance by all teaching staff.

1.1.3.4 We are satisfied here, but we would have appreciated a more detailed description of the evaluation process in the course description.

1.1.3.5 This is subject to what we comment below on the matter of measures against plagiarism.

1.1.4.4 and 1.1.4.5: the procedures for looking after students seem very adequate. We have not been able to observe them in operation.

1.1.5 We have received evidence of regular informal communication between staff and students, but feel that the University might consider allocating time between courses.

1.1.6 We are told that the Director of the MBA meets with every student once a semester and that advisers are tasked with providing more regular feedback. We feel that some mention of this in writing in the Course Regulations would be an advantage, especially as we understand that an expansion of student numbers is on the cards. This is also relevant to 1.1.7.

1.1.8 We are satisfied that this is true for the current MBA and assume that the same practice will be followed in the new program. This also relevant to 1.1.9.

1.1.10. We are satisfied as to the transparency of academic mentoring. But we were told that no specific account is taken of this in allocating workload. This is something that might be addressed.

1.1.11. We were glad to note the use of Turnitin. But we have doubts as to whether on its own this is adequate to prevent and detect plagiarism. In addition we would have liked to see a written policy dealing with prevention of plagiarism and what happens in the event of suspicions being raised.

1.1.12 We were satisfied that there existed an adequate informal complaints procedure, and we noted that there also existed a formal procedure under the University's rules.

Note, additionally:

- α) the expected number of Cypriot and International Students in the program of study.
- β) the countries of origin of the majority of students.
- γ) the maximum planned number of students per class-section.

Most students will come from Cyprus and Greece, but we understand that a noticeable number are projected to come from other countries. We have no issues with the maximum planned number per class section.

1.2	Teaching	2	3	4	5
1.2.1	The methodology utilized in each course is suitable for achieving the course's purpose and objectives and those of the individual modules.				X
1.2.2	The methodology of each course is suitable for adults.				X
1.2.3	Continuous-formative assessment and feedback are provided to the students regularly.		X		
1.2.4	The assessment system and criteria regarding student course performance, are clear, adequate, and known to the students.			X	
1.2.5	Educational activities which encourage students' active participation in the learning process, are implemented.				X
1.2.6	Teaching incorporates the use of modern educational technologies that are consistent with international standards, including a platform for the electronic support of learning.				X
1.2.7	Teaching materials (books, manuals, journals, databases, and teaching notes) meet the requirements set by the methodology of the program's individual courses, and are updated regularly.			X	

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

Notes:

1.2.3 We were told that this is true in some but not all courses. We regard this as a

matter for a little concern.

1.2.5: The activities described in 200.1 seem very satisfactory. For obvious reasons, we have not had a chance to see them in action.

1.2.7: We have assumed that books will be updated regularly, which has not always been the case hitherto (see below). This is a new course.

1.3	Teaching Personnel	2	3	4	5
1.3.1	The number of full-time academic personnel, occupied exclusively at the institution, and their fields of expertise, adequately support the program of study.		X		
1.3.2	The members of teaching personnel for each course have the relevant formal and fundamental qualifications for teaching the course, as described by the legislation, including the following:				X
1.3.2.1	Subject specialization, preferably with a doctorate, in the discipline.		X		
1.3.2.2	Publications within the discipline.				X
1.3.3	The specializations of Visiting Professors adequately support the program of study.				X
1.3.4	Special Teaching Personnel and Special Scientists have the necessary qualifications, adequate work experience and specialization to teach a limited number of courses in the program of study.				N / A
1.3.5	In every program of study the Special Teaching Personnel does not exceed 30% of the Teaching Research Personnel.				X
1.3.6	The teaching personnel of each private institution of tertiary education, to a percentage of at least 70%, has recognized academic qualification, by one level higher than that of the				N / A

	program of study in which he/she teaches.				
1.3.7	In the program of study, the ratio of the number of courses taught by full-time personnel, occupied exclusively at the institution, to the number of courses taught by part-time personnel, ensures the quality of the program of study.		X		
1.3.8	The ratio of the number of students to the total number of teaching personnel is adequate for the support and safeguarding of the program's quality.				X
1.3.9	The academic personnel's teaching load does not limit the conduct of research, writing, and contribution to society.	X			
1.3.10	Future redundancies / retirements, expected recruitment and promotions of academic personnel safeguard the unimpeded implementation of the program of study within a five-year span.			X	
1.3.11	The program's Coordinator has the qualifications and experience to efficiently coordinate the program of study.			X	

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

Notes:

1.3.1 We are satisfied, but feel that particular attention should be paid in future to recruits' PhD specialisations.

1.3.2.1 We are on principle satisfied, but we would have liked to see permanent faculty members with a PhD specialising in shipping.

1.3.7 We note that out of 11 taught courses, 4 are taught by part-time personnel. This figure seems to us a little high.

1.3.9 We had strong reservations on this point, having received reliable anecdotal evidence that some teachers had a load inconsistent with their proper functioning as researchers.

1.3.10 We would have liked some assurance that a specific shipping-related hire is contemplated.

1.3.11 We have no doubt as to the gentleman's qualification. We note, however, that he co-ordinates two other programs and have some concerns as to whether he will have adequate time.



2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS						
2.1	Purpose and Objectives and learning outcomes of the Program of Study	1	2	3	4	5
2.1.1	The purpose and objectives of the program of study are formulated in terms of expected learning outcomes and are consistent with the mission and the strategy of the institution.					X
2.1.2	The purpose and objectives of the program and the learning outcomes are utilized as a guide for the design of the program of study.					X
2.1.3	The higher education qualification and the program of study, conform to the provisions of their corresponding Professional and Vocational Bodies for the purpose of registration to these bodies.					N / A
2.1.4	The program's content, the methods of assessment, the teaching materials and the equipment, lead to the achievement of the program's purpose and objectives and ensure the expected learning outcomes.		X			
2.1.5	The expected learning outcomes of the program are known to the students and to the members of the academic and teaching personnel.			X		
2.1.6	The learning process is properly designed to achieve the expected learning outcomes.			X		
2.1.7	The higher education qualification awarded to the students, corresponds to the purpose and objectives and the learning outcomes of the program.					X
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>Notes:</p> <p>2.1.4 We had some concerns here. A number of topics we felt might be profitably added to some modules (e.g. more details of chartering, some content on shipping management and safety issues, and more matters of quantitative methods). In some cases the titles of modules did not fit easily with their stated contents. In addition there were strong arguments for reassignment of certain topics between modules. As well as this we felt that some of the curricula were less than informative and could do with rewriting.</p> <p>2.1.5 We have no argument with the learning outcomes as such, but we feel that they could be more demanding as regards quantitative methods.</p>						

		1	2	3	4	5
2.2	Structure and Content of the Program of Study					
2.2.1	The course curricula clearly define the expected learning outcomes, the content, the teaching and learning approaches and the method of assessing student performance.			X		
2.2.2	The European Credit Transfer System (ECTS) is applied and there is true correspondence between credits and workload per course and per semester for the student either he / she studies in a specific program or he/she is registered and studies simultaneously in additional programs of studies according to the European practice in higher education institutions.					X
2.2.3	The program of study is structured in a consistent manner and in sequence, so that concepts operating as preconditions precede the teaching of other, more complex and cognitively more demanding, concepts.			X		
2.2.4	The higher education qualification awarded, the learning outcomes and the content of the program are consistent.					X
2.2.5	The program, in addition to the courses focusing on the specific discipline, includes an adequate number of general education courses.					N / A
2.2.6	The content of courses and modules, and the corresponding educational activities are suitable for achieving the desired learning outcomes with regards to the knowledge, skills, and abilities which should be acquired by students.				X	
2.2.7	The number and the content of the program's courses are sufficient for the achievement of learning outcomes.			X		
2.2.8	The content of the program's courses reflects the latest achievements / developments in science, arts, research and technology.				X	
2.2.9	Flexible options / adaptable to the personal needs or to the needs of students with special needs, are provided.					X
Justify the answer you have provided and note the additional comments you may have on each standard / indicator.						

Notes

2.2.3 See our answer to 2.1.4.

2.2.7 See our answer to 2.1.4.

2,2,8 Ditto.

Note the expected number of students who will be studying simultaneously at another academic institution, based on your experience so far, regarding students who study simultaneously in the programs of your institution.

2.3	Quality Assurance of the Program of Study	1	2	3	4	5
2.3.1	The arrangements regarding the program's quality assurance define clear competencies and procedures.					X
2.3.2	Participation in the processes of the system of quality assurance of the program, is ensured for					
	2.3.2.1 the members of the academic personnel				X	
	2.3.2.2 the members of the administrative personnel				X	
	2.3.2.3 the students.				X	
2.3.3	The guide and / or the regulations for quality assurance, provide detailed information and data for the support and management of the program of study.					X
2.3.4	The quality assurance process constitutes an academic process and it is not restricted by non-academic factors.					X

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

		1	2	3	4	5
2.4	Management of the Program of Study					
2.4.1	Effective management of the program of study with regard to its design, its approval, its monitoring and its review, is in place.				X	
2.4.2	It is ensured that learning outcomes may be achieved within the specified timeframe.					X
2.4.3	It is ensured that the program's management and development process is an academic process which operates without any non-academic interventions.					X
2.4.4	The academic hierarchy of the institution, (Rector, Vice-Rectors, Deans, Chairs and Programs' Coordinators, academic personnel) have the sole responsibility for academic excellence and the development of the programs of study.					X
2.4.5	Information relating to the program of study are posted publicly and include:					
2.4.5.1	The provisions regarding unit credits					X
2.4.5.2	The expected learning outcomes					X
2.4.5.3	The methodology					X
2.4.5.4	Course descriptions					X
2.4.5.5	The program's structure					X
2.4.5.6	The admission requirements					X
2.4.5.7	The format and the procedures for student assessment					X
2.4.6	The award of the higher education qualification is accompanied by the Diploma Supplement which is in line with the European and international standards.					X
2.4.7	The effectiveness of the program's evaluation mechanism, by the students, is ensured.		X			
2.4.8	The recognition and transfer of credit units from previous studies is regulated by procedures and regulations which					X

	ensure that the majority of credit units is awarded by the institution which awards the higher education qualification.					
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>Notes:</p> <p>2.4.7. We did not receive convincing evidence about the effectiveness of this mechanism and cannot say that we are satisfied. The matter needs to be revisited with a view to making sure all students clearly are informed about it and strongly encouraged to participate.</p> <p>In the case of practical training, note:</p> <ul style="list-style-type: none"> - The number of credit units for courses and the number of credits for practical training - In which semester does practical training takes place? - Note if practical training is taking place in a country other than the homecountry of the institution which awards the higher education qualification <p>We note that practical training is planned to be incorporated in the program but not separately assessed. We see no objection to this.</p>						
2.5	International Dimension of the Program of Study	1	2	3	4	5
2.5.1	The program's collaborations with other institutions are compared positively with corresponding collaborations of other departments / programs of study in Europe and internationally.					N / A
2.5.2	The program attracts Visiting professors of recognized academic standing.					X
2.5.3	Students participate in exchange programs.					X
2.5.4	The academic profile of the program of study is compatible with corresponding programs of study in Cyprus and internationally.				X	
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p>						

Notes

2.5.3 We see no reason to doubt that this program may be suitable for Erasmus students.

Also, comment on the degree the program compares positively with corresponding programs operating in Cyprus and abroad in higher education institutions of the same rank.

2.6	Connection with the labor market and society	1	2	3	4	5
2.6.1	The procedures applied, so that the program conforms to the scientific and professional activities of the graduates, are adequate and effective.					X
2.6.2	According to the feasibility study, indicators for the employability of graduates are satisfactory.			X		
2.6.3	Benefits, for society, deriving from the program are significant.					X

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

Notes

2.6.2 We have no reason to doubt the truth of the statement that employment prospects are good, but technically the only evidence we have received is a very brief minute of a meeting of the Rectorial Council dated 1 June 2016. There may possibly be other information, including a full feasibility study, embargoed by commercial confidentiality, but we are not aware of the details. (We also note in passing that these minutes give a different figure for the cost of the program than appears elsewhere).

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

3.1	Research - Teaching Synergies	1	2	3	4	5
3.1.1	It is ensured that teaching and learning have been adequately enlightened by research.				X	

3.1.2	New research results are embodied in the content of the program of study.			X	
3.1.3	Adequate and sufficient facilities and equipment are provided to support the research component of the program of study, which are available and accessible to the personnel and the students.				X
3.1.4	The results of the academic personnel's research activity are published in international journals with the peer-reviewing system, in international conferences, conference minutes, publications etc.			X	
3.1.5	External, non-governmental, funding for the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad.				
3.1.6	Internal funding, of the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad.			X	
3.1.7	The policy for, indirect or direct, internal funding of the academic personnel's research activity is satisfactory.			X	
3.1.8	The participation of students, academic, teaching and administrative personnel of the program in research activities and projects is satisfactory.				X
3.1.9	Student training in the research process is sufficient.			X	
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>Notes:</p> <p>3.1.1 Those who teach the program have a respectable number of publications in respected journals and elsewhere, and the subjects of the program fit fairly closely with the research interests of those providing it.</p> <p>But, on 3.1.2, we note that the reading material for a number of modules is very light on references to very recent periodical articles. We therefore find ourselves unconvinced.</p> <p>3.1.4 The information we received on publications was dated 2016. We asked for an updated list, which the University endeavoured with some success to provide. We received no details of conferences attended.</p> <p>3.1.5 We received no relevant figures.</p> <p>3.1.6 and 3.1.7 We were provided with little data, despite having interviewed 2 permanent faculty, the Dean and one other member. We understand that a pool of money is made available each year in a sum determined from time to time, that</p>					

money from this pool is distributed for research expenses, and we are not aware of any complaints. We have no information about practice in other universities in Cyprus. See too our comments on 3.1.1.

3.1.9 More training in quantitative methods would help. See our comments on 2.1.5.

4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK

4.1	Administrative Mechanisms	1	2	3	4	5
4.1.1	There is a Student Welfare Service that supports students with regards to academic and personal problems and difficulties.					X
4.1.2	Statutory administrative mechanisms for monitoring and supporting students are sufficient.					X
4.1.3	The efficiency of these mechanisms is assessed on the basis of specific criteria.					X

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

4.2	Infrastructure / Support	1	2	3	4	5
4.2.1	There are suitable books and reputable journals supporting the program.					X
4.2.2	There is a supportive internal communication platform.					X
4.2.3	The facilities are adequate in number and size.					X

4.2.4	The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc) are quantitatively and qualitatively adequate.					X
4.2.5	Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.				X	
4.2.6	Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.		X			
4.2.7	The teaching personnel are provided with training opportunities in teaching method, in adult education, and in new technologies on the basis of a structured learning framework.					X
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>Notes</p> <p>4.2.1 We noted that there were no shipping books currently in the library, and act on the assumption that an adequate number will be obtained if and when the program is approved.</p> <p>4.2.6 We suspect the updating process may not be as efficient as it might be: we found some outdated (though not seriously outdated) books in the library. See too our comment on 4.2.1</p>						
4.3	Financial Resources	1	2	3	4	5
4.3.1	The management and allocation of the financial resources of the program of study, allow for the development of the program and of the academic / teaching personnel.					X
4.3.2	The allocation of financial resources as regards to academic matters, is the responsibility of the relevant academic departments.					X
4.3.3	The remuneration of academic and other personnel is analogous to the remuneration of academic and other personnel of the respective institutions in Cyprus.					X

4.3.4	Student tuition and fees are consistent to the tuition and fees of other respective institutions.				X	
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>Notes</p> <p>4.3.1 We found no evidence of underfunding in the past. As for the future we find it difficult to answer this question, especially in the context of a private profit-making university.</p> <p>4.3.3 This is on the basis of anonymised information on general salary scales kindly made available to us.</p> <p>4.3.4 This fee seems on the low side, but seems to lie comfortably within the range of fees for MBAs in Cyprus.</p>						

The following criterion applies additionally for distance learning programs of study.

5.	DISTANCE LEARNING PROGRAMS	1	2	3	4	5
5.1	Feedback processes for teaching personnel with regards to the evaluation of their teaching work, by the students, are satisfactory.					N / A
5.2	The process and the conditions for the recruitment of academic / teaching personnel, ensure that candidates have the necessary skills and experience for long distance education.					N / A
5.3	Through established procedures, appropriate training, guidance and support, are provided to teaching personnel, to enable it to efficiently support the educational process.					N / A
5.4	Student performance monitoring mechanisms are satisfactory.					N /

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

This is not a distance learning program

If the following apply, note “√”in the appropriate space next to each statement. In case the following statements do not apply, note what is applicable:

The maximum number of students per class-section, should not exceed 30 students.	N/A
The conduct of written examinations with the physical presence of the students, under the supervision of the institution or under the supervision of reliable agencies which operate in the countries of the students, is compulsory.	N/A
The number of long distance classes taught by the academic personnel does not exceed the number of courses taught by the teaching personnel in conventional programs of study.	N/A

The following criterion applies additionally for doctoral programs of study.

6.	DOCTORAL PROGRAMS OF STUDY	1	2	3	4	5
6.1	The provision of quality doctoral studies is ensured through Doctoral Studies Regulations.					N / A

6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.					N / A
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.					N / A
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.					N / A
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.					N / A
6.6	The number of doctoral students, under the supervision of a member of the academic personnel, is apt for the continuous and effective feedback provided to the students and it complies with the European and international standards.					N / A
6.7	The research interests of academic advisors and supervisors are satisfactory and they adequately cover the thematic areas of research conducted by the doctoral students of the program.					N / A

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

Note the number of doctoral students under the supervision of each member of the academic personnel of the program and the academic rank of the supervisor.

This is not a doctoral program.

FINAL REMARKS – SUGGESTIONS

Please note your final remarks and suggestions for the program of study and/or

regarding particular aspects of the program.

Names and Signatures of the Chair and the Members of the External Evaluation Committee:

Name:	Signature:
Professor Henning Jessen	
Professor Giannis Theotokas	
Professor Andrew Tettenborn	
Mr Efthimios Likopoulos	

Date: ...30.8.2017.....

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