Feedback report from EEC experts

- Higher education institution: College of Business Studies, Cyprus
- Town: Nicosia
- Programme of study (Name, ECTS, duration, cycle)
  - In Greek: Μεταπτυχιακό στη Διοίκηση Επιχειρήσεων
  - In English: Masters in Business Administration (MBA), 90 ECTS, 1.5 years or 2 years
- Language of instruction: English and Greek
- Programme’s status: New programme: X
  - Currently operating: ... .................
A. External Evaluation Committee (EEC)

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>University</th>
</tr>
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<tbody>
<tr>
<td>Dr Kevin Orr</td>
<td>Professor</td>
<td>University of St Andrews, UK</td>
</tr>
<tr>
<td>Dr Pernille Eskerod</td>
<td>Professor</td>
<td>Webster Vienna Private University, Austria</td>
</tr>
<tr>
<td>Dr Andreas Georgiadis</td>
<td>Associate Professor</td>
<td>Brunel University London, UK</td>
</tr>
<tr>
<td>Ms Margarita Panagi</td>
<td>Student</td>
<td>Technological University of Cyprus, Cyprus</td>
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</table>

B. Guidelines on content and structure of the report

- The EEC based on the external evaluation report (Doc.300.1.1) and the Higher Education Institution’s response (Doc.300.1.2), must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.

- Below each assessment area the EEC must circle the degree of compliance.
1. Study programme and study programme’s design and development
(ESG 1.1, 1.2, 1.8, 1.9)

EEC’s recommendations

Areas of improvement and recommendations

- **An important need to ensure that programme and module content reflects up-to-date developments in relevant fields and that recommended reading materials reflect these advances.**

**CBS Response:**

We agree. For that reason, in all modules, both core and recommended readings as well as a list of Selected Journal Articles have been updated to reflect relevant advances in each specific field of study. Attached you will find all Module Outlines with the relevant reading material adjustments (Appendix A).

- **The need to integrate core staff with the finalisation of the design and content of the programme.**

**CBS Response:**

We fully agree with this recommendation. It is expected that with the immediate recruitment of five more members of faculty in addition to the existing faculty and through the use of visiting staff who possess valuable industry practical experience this recommendation will be fully implemented. The specialization of the five newly recruited academics together with the specializations of two members of the existing faculty will cover most areas of the program.

- **For the programme to be sustainable we suggest there needs to be a shift away from the use of external consultants to a more internal integration and development of expertise and leadership of programme design and content. (For example, the profile and skills of the Academic Director points to the potential for doing so).**

**CBS Response:**

We fully agree with this recommendation. It is worth noting that the two external consultants have in the past taught at the Institute of Banking Studies. So there is a long-term relationship between the external consultants and the College. It should also be noted that for the purposes of preparing the application itself together with the design of the overall program the Academic Director and the Program Coordinator worked together with the external consultants as a team. It is also pointed out that all adjustments of the modules following the Agency’s report have been made with the help of the five academics that are about to be recruited as well as with the help of the visiting staff Dr Kammas.
• **Ensuring that the programme reflects the expertise and capacity of the College faculty**

**CBS Response:**

We fully agree with this recommendation. As can be seen from Table 1 above a mapping has been made between each module of the programme and the faculty that has the expertise and capacity to teach this module.

• **The need to consider carefully the timing of the launch of the programme in relation to new key faculty being in post and for adequate team-based arrangements being established for programme coordination.**

**CBS Response:**

We fully agree to the recommendation. The five new members of faculty will be recruited mid-July 2019. As the program will commence in the first week of October 2019, they will have sufficient time to prepare on an individual basis but also to establish team based arrangements for program coordination before the start of the fall semester 2019.

As above, we have scored a number of criteria as 6 out of 10 to highlight the need to carefully consider certain aspects related to the programme design and management. We see these particular issues as being closely inter-related. The main observation we offer as a committee is for the need ensure the programme is up-to-date and, in the future, systematically refreshed. In particular, the reading list included gives us concern that some aspects of the content are somewhat outdated. We feel that the sequence of the courses could be revisited, (e.g., including Organisational Behaviour earlier in the programme). We suggest there is scope to include modules that reflect contemporary topics acknowledged to be needed in the banking industry such as service management, service marketing, and the impacts of digitalization.

**Quality Indicators and standards**

1.5.2 **The programme's content:**

**CBS Response**

All the modules in the programme have now been revisited and the reading lists brought up to date in order to cater for recent developments in their subject area (see all the modules outlines with reading lists in Appendix A).
Regarding the sequence of modules that will be taught and in accordance with the suggestion of the committee we have made a number of adjustments. For example, Organizational Behaviour and Leadership (MBA653) which will now be taught in Semester 1 instead of Semester 3. Additionally, Business and Financial Environment (MBA630) has been moved to Semester 2 instead of Semester 1. And lastly, Operations Management (MBA 651) will be taught in Semester 3 instead of Semester 2.

We have also included a new module on Digital Marketing (MBA680) in the elective courses so as to make the program more in line with contemporary developments (the Module Outline is found in Appendix A).

### 1.5.4 The teaching material

**CBS Response**

As already stated in 1.5.2 all the modules in the programme have now been revisited and the reading lists brought up to date in order to cater for recent developments in their subject area (see all the modules outlines with the updated core and suggested reading lists attached – Appendix A).

### 1.5.6 The balance between theory and practice

**CBS Response**

Based on the recommendation of the Agency committee the interim assessment method for the majority of the modules will consist of group or individual course assignments/projects that will focus on applying theory to real case studies. These assignments will be summative and instead of 30% will carry 40% weight of the overall-mark. See Module Outlines attached for the relevant changes (Appendix A).

Additionally, the real case study methodology will be used comprehensively during classes to supplement the theoretical element of the modules. Students will be required to go through the case studies (that may be distributed in class or uploaded on the module’s online platform) and be prepared for discussion.

### 1.5.7 The research orientation of the program

**CBS Response**

Each member of faculty assigned as module leader will be expected and motivated to carry out research in the area that is relevant to the modules they lead. Additionally, our students will be encouraged to participate in various related programs in collaboration with their lecturers. Furthermore, the shareholders are bound to retain 20% of the College annual profits for research purposes.

### 1.8 The content of the programme’s courses reflects the latest achievements / developments in science, arts, research and technology.

**CBS Response**
All the modules in the programme have now been revisited and the reading lists brought up to date in order to cater for recent developments in their subject area (see all the modules outlines with reading lists as attached - Appendix A).

We have also included a new module on Digital Marketing (MBA680) in the electives so as to make the program more in line with contemporary developments (the Module Outline is found in Appendix A).

1.9 New research results are embodied in the content of the programme of study

CBS Response

New research results are embodied in the content of the programme of study through:

a) All module outlines have now been updated containing the most recent publications and references in the area (see ‘List of Selected Journal Articles’ section in all Module Outlines – Appendix A).

b) The instructor uploading on the module’s online platform the relevant links to the most recent published research activity. Articles and case studies used for class activities may be distributed in class, if not offered earlier on the online platform.

• Articles, written from academics and practitioners will be used to enhance students’ understanding and stimulate critical thinking about contemporary business challenges.

• Case studies will be used widely to supplement the theoretical element of the modules.

1.12 The programme 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.

CBS Response

Regarding the sequence of modules that will be taught and in accordance with the suggestion of the committee we have made a number of adjustments. For example, Organizational Behaviour and Leadership (MBA653) which will now be taught in Semester 1 instead of Semester 3. Additionally, Business and Financial Environment (MBA630) has been moved to Semester 2 instead of Semester 1.

And lastly, Operations Management (MBA 651) will be taught in Semester 3 instead of Semester 2.

1.17 The programme’s management in regard to its design, its approval, its monitoring and its review, is in place.
CBS Response

As noted above, for the purposes of preparing the application itself together with the design of the overall program the Academic Director and the Program Coordinator worked together with the external consultants as a team. Furthermore, it is pointed out that all adjustments of the modules following the agency’s report have been made with the help of the five academics that are about to be recruited as well as with the help of the visiting staff Dr Kammas.

The existing faculty together with the five new members that will be recruited in mid-July will form the assembly of the department and will have the responsibility for the design, approval, monitoring and review of all new programs.

Please circle one of the following for:

Study programme and study programme’s design and development

Non-compliant  Partially compliant  Substantially compliant  Fully compliant

2. Teaching, learning and student assessment (ESG 1.3)

Areas of improvement and recommendations

- The need (as flagged in Section 1) to ensure that relevant theoretical developments are incorporated and blended with practical application.
- Teaching tools and materials should be regularly updated.

CBS Response

We fully agree with the above two recommendations. For all modules of the programme there will be a summative interim assessment that will focus on ensuring that the relevant theoretical developments are incorporated and blended with practical application through individual and group assignments on real case studies. The real case study methodology will be used comprehensively.
during classes to supplement the theoretical element of the modules. Students will be required to go through the case studies (that may be distributed in class or uploaded on the module’s online platform) and be prepared for discussion.

Regarding teaching tools and materials, these have now been updated to depict the most recent developments and research findings and each instructor will from now on be expected to keep these tools and materials fully up to date (See course outlines attached- Appendix A)

Please circle one of the following for:

Teaching, learning and student assessment

Non-compliant  Partially compliant  Substantially compliant  Fully compliant

3. Teaching Staff (ESG 1.5)

Findings
The current pool of faculty (whilst good on their own terms) is small and not sufficiently balanced in terms of academic expertise in relation to the scope of the programme. Because of this, there seems to be some need to recruit more staff with teaching experience and knowledge appropriate to the programme outline. Looking ahead, it is important for the College to invest and support on the professional development of faculty in relation to the production of research publications that can feed into teaching. We recognise the potential of existing core faculty and believe that this is a strong base for the College to build on, if the current faculty is supplemented appropriately with faculty within the field of management.

CBS Response
We fully agree that the current pool of faculty is small and not sufficiently balanced in terms of academic expertise in relation to the scope of the programme. It is for this reason that in mid-July five more members of faculty are being employed so as to cover nearly all areas of expertise needed by the programme.

In addition to the new faculty members, we intend to make use of the services of well-known industry practitioners, but holders of PhDs, as visiting staff like Dr Michalis Kamma and Professor Dr Christos Gortsos.

Dr Michalis Kammas is the General Director of the Cyprus Banks Association with an extensive and significant professional experience in the Banking and Financial sector. Additionally, Professor Dr
Christos Gortsos has an extensive research and teaching experience. Apart from his academic career he is also the Secretary General of the Hellenic Bank Association, since July 2000. Both proficient individuals are expected to convey their vast practical knowledge in the classroom.

If during the first delivery of the programme it is considered necessary to employ more faculty members, the College Council is committed in doing so.

Furthermore, regarding the importance of the College’s investment and support on the professional development of faculty in relation to the production of research publications that can feed into teaching, it should be noted that the shareholders are committed to retain 20% of the College annual profits for research purposes. Additionally, each member of faculty will be expected and motivated to carry out research in the area that is relevant to the modules they lead and attend conferences where all expenses will be covered by the College. The cost of covering such expenses is over and above the 20% which is promised by the shareholders.

**Areas of improvement and recommendations**

- **Ensuring alignment of faculty expertise and programme content (as per previous sections of this report).**

**CBS Response**

As already noted above, we agree that the current pool of faculty is small and not sufficiently balanced in terms of academic expertise in relation to the scope of the programme. It is for this reason that in mid-July five more members of faculty are being employed so as to cover nearly all areas of expertise needed by the programme. The specialization of the five newly recruited academics together with the specializations of two members of the existing faculty will cover most areas of the program.

In addition to the new faculty members, PhD holders like Dr Kammas and Professor Dr Christos Gortsos with significant professional experience in the Banking sector will be recruited as visiting staff in order to convey their vast practical knowledge in the classroom.

The existing faculty together with the five new members that will be recruited in mid-July will form the assembly of the department and will have the responsibility for the design, approval, monitoring and review of all new programs. If during the first delivery of the programme it is considered necessary to employ more faculty members, the College Council is committed in doing so.

- **Further opportunities for continuous development of staff in relation to pedagogy e.g. through attending seminars and teaching focused events and conferences.**

**CBS Response**

Faculty members are strongly encouraged to carry out research and attend seminars and conferences that are related to their specific areas of expertise. Members of staff are expected to
undergo Continuous Development Education (CDE) and at the end of every year they must record details and hours spent on such CDE in their self-assessment form.

- **Deliver on the College’s commitment to further recruitment and involvement of visiting staff.**

*CBS Response*
Already the College is committed to recruit five more members of faculty and already it has an ongoing agreement with a number of visiting staff that can bring their significant, practical industry experience in the programme. If during the first delivery of the programme it is considered necessary to employ more faculty members, the College Council is committed in doing so.

**Quality Indicators and standards**

### 3.2.1 Subject specialisation

*CBS Response*

We fully agree that the final development of the programme must reflect the inputs and involvement of College faculty. This is the reason why the management of the College has decided to employ as soon as possible, after receiving the final approval by the Agency for the MBA program, five accredited academics holders of PhDs. The appropriate letters of offer to these academicians are attached to this form of response. As we are hoping to receive the final approval from the Agency by mid-July we intend to start the employment of the aforementioned academics also in mid-July. This will give them ample preparatory time before the start of the fall semester 2019 (starting first week of October). The specialization of the five newly recruited academics together with the specializations of two members of the existing faculty will cover most areas of the program.

In addition, and in an attempt to further link the programme to the industry, especially in the areas of marketing and entrepreneurship, we intend to make use of the services of well-known industry practitioners, but holders of PhDs, as visiting staff like Dr Michalis Kammas and Professor Dr Christos Gortsos.

Dr Michalis Kammas is the General Director of the Cyprus Banks Association with an extensive and significant professional experience in the Banking and Financial sector who will convey his vast practical knowledge in the classroom.

Additionally, Professor Dr Christos Gortsos has an extensive research and teaching experience. Apart from his academic career he is also the Secretary General of the Hellenic Bank Association, since July 2000.

### 3.2.2 Research and Publications within the discipline
In relation to 3.2.2 each member of faculty assigned as module leader will be expected and motivated to carry out research in the area that is relevant to the modules they lead and attend conferences where all expenses will be covered by the College. It is expected that each faculty member will produce at least one peer review article in an academic journal per year. All expenses for such publications or presentations at conferences will be covered by the College. Additionally, our students will be encouraged to participate in various related projects in collaboration with their lecturers. The College and the shareholders are bid to retain 20% of the College annual profits for research purposes.

Please circle one of the following for:

Teaching Staff

Non-compliant  Partially compliant  Substantially compliant  Fully compliant

4. Students (ESG 1.4, 1.6, 1.7)

Areas of improvement and recommendations

- There could be further clarity on how information on performance indicators, progression, staff evaluations, drop-out rates, etc. is collected, monitored and analysed in the College.

We fully agree with this recommendation. In order to maintain a high level of quality education, the College adopts specific assessment methods for teaching and teaching staff. In particular, the following methods are adopted:

(a) Individual Information Form - All members of the academic staff complete this form with all evidence of their qualifications (degree, postgraduate, doctorate, professional experience, academic experience, research work, publications, etc.) and provide copies of the qualifications.

(b) Teaching supervision by the Academic Director - The attendance of the course by the Academic Director is either cautionary or unannounced. After the end of the course, the academic director completes an Observation Key Form and evaluates the learning environment, preparing the lesson, organizing and implementing the lesson, time management by the teacher, verbal and non-verbal communication, etc. In addition, the Academic Director always gives feedback to the teacher giving advice for improvement.
Teaching observation by colleagues - The attendance of the lesson by colleagues is being announced beforehand. After the end of the lesson, the observer completes an Observation Key Form and evaluates the learning environment, preparing the lesson, organizing and implementing the lesson, time management by the teacher, verbal and non-verbal communication, etc. In addition, the observer always gives feedback to the teacher giving any advice for improvement.

(d) Self-assessment evaluation - To be completed at the end of the semester. Lecturers evaluate themselves as teachers and their teaching methodology.

(e) Lecturer and Module student assessment questionnaire - Completed at the end of the semester. Students evaluate the module, the lecturers and their teaching skills.

The minutes of the CBS College of Business Studies meeting dated 01/02/2019 and the evaluation forms mentioned above are attached as an example.

Please circle one of the following for:

Students

Non-compliant  Partially compliant  Substantially compliant  Fully compliant

5. Resources (ESG 1.6)

Areas of improvement and recommendations

- More up-to-date hard copies of core textbooks of the courses are needed to support this distinctive new programme and need to reflect the observations offered earlier in this Report in relation to contemporary publications and trends in the industry.

CBS Response

As already stated in 1.5.2 all the modules in the programme have now been revisited and both core and recommended reading lists brought up to date in order to cater for recent developments in their subject area and to reflect relevant advances in each specific field of study. Attached you will find the Module Outlines with the relevant reading material adjustments (Appendix A).

Additionally, as already stated above the real case study methodology will be used comprehensively during classes to supplement the theoretical element of the modules. Students will be required to go through the case studies and be ready for discussion. The instructor of each module will upload on the module’s online platform the relevant links to the most recent published research activity.
Articles, written from academics and practitioners will be used to enhance students’ understanding and stimulate critical thinking about contemporary business challenges. Articles and case studies used for class activities may be distributed in class, if not offered earlier on the online platform.

- **The faculty complement is currently small, and it is important for the College to address recruitment of tutors in a timely fashion.**

**CBS Response**

We fully agree that the current pool of faculty is small. It is for this reason why the management of the College has decided to employ as soon as possible, after receiving the final approval by the Agency for the MBA program, five accredited academics holders of PhDs. As we are hoping to receive the final approval from the Agency by mid-July we intend to start the employment of the aforementioned academics also in mid-July. This will give them ample preparatory time before the start of the fall semester 2019 (starting first week of October). The specialization of the five newly recruited academics together with the specializations of two members of the existing faculty will cover most areas of the program.

In addition, and in an attempt to further link the programme to the industry, especially in the areas of marketing and entrepreneurship, we intend to make use of the services of well-known industry practitioners, but holders of PhDs, as visiting staff like Dr Michalis Kammas and Professor Dr Christos Gortsos.

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Please circle one of the following for:

**Resources**

- Non-compliant  
- Partially compliant  
- Substantially compliant  
- Fully compliant
C. Conclusions and final remarks

The final iteration of the programme needs to involve the inputs of the College’s core faculty so that they have ownership of its design and content. Some elements of the design of the MBA (e.g. module sequence), and the supporting resources for students, need attention before the launch of the programme. We suggest a need to consider the timing of the launch of the programme in relation to key faculty being in post (e.g. Programme Coordinator). The small staff base suggests a risk factor which needs to be carefully assessed and managed. Careful consideration should be invested into ensuring a close alignment of core faculty’s research expertise and qualifications and program design and courses’ content.

Based on our reading of the submission in its current form, we identify a need to ensure that the programme content reflects current developments in relevant fields and that recommended reading materials reflect these advances in knowledge. Students should be able to access ‘state of the art’ publications in support of their engagement with this to support this distinctive new programme. The sequence of some of the modules could be reconsidered. In addition, there is scope to include contemporary topics such as service management, service marketing, and digitalization in the scope of the curriculum.

The final iteration of the programme needs to involve the inputs of the College’s core faculty so that they have ownership of its design and content.

CBS Response

We fully agree with this recommendation. But it should be noted that for the purposes of preparing the application itself together with the design of the overall program the Academic Director together with the Program Coordinator worked together with the external consultants as a team.

It is also pointed out that all adjustments of the modules following the Agency’s report have been made with the help of the five academics that are about to be recruited as well as with the help of the visiting staff Dr Kammas.

It is expected that with the immediate recruitment of five more members of faculty in addition to the existing faculty and through the use of visiting staff who possess valuable industry practical experience this recommendation will be fully implemented.

The existing faculty together with the five new members that will be recruited in mid-July will form the assembly of the department and will have the responsibility for the design, approval, monitoring and review of all new programs.

Some elements of the design of the MBA (e.g. module sequence), and the supporting resources for students, need attention before the launch of the programme.

CBS Response
We agree. Regarding the sequence of modules that will be taught and in accordance with the suggestion of the committee we have made a number of adjustments. For example, Organizational Behaviour and Leadership (MBA653) which will now be taught in Semester 1 instead of Semester 3. Additionally, Business and Financial Environment (MBA630) has been moved to Semester 2 instead of Semester 1. And lastly, Operations Management (MBA 651) will be taught in Semester 3 instead of Semester 2.

See Table 1 below:

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<thead>
<tr>
<th>A/A</th>
<th>Course Type</th>
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<th>Course Code</th>
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<tbody>
<tr>
<td>1.</td>
<td>Compulsory</td>
<td>Quantitative Analysis and Research Methods</td>
<td>MBA600</td>
<td>Dr. Evgenios Hadjisoteriou</td>
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<td>2.</td>
<td>Compulsory</td>
<td>Financial Resource Management</td>
<td>MBA610</td>
<td>Dr. Kyriakos Petrou</td>
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<td>3.</td>
<td>Compulsory</td>
<td>Organizational Behavior and Leadership</td>
<td>MBA653</td>
<td>Professor Dr. Christodoulos Christodoulou</td>
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<td>4.</td>
<td>Compulsory</td>
<td>Marketing Management and Strategy</td>
<td>MBA650</td>
<td>Dr. Neophyta Empora</td>
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<td>5.</td>
<td>Elective</td>
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<td>1. Compulsory</td>
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<tr>
<td>5. Elective</td>
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</tbody>
</table>

We suggest a need to consider the timing of the launch of the programme in relation to key faculty being in post (e.g. Programme Coordinator). The small staff base suggests a risk factor which needs to be carefully assessed and managed. Careful consideration should be invested into ensuring a close alignment of core faculty's research expertise and qualifications and program design and courses’ content.

**CBS Response**

We agree with this recommendation. It should be noted that for the purposes of preparing the application itself together with the design of the overall program the Academic Director and the Program Coordinator worked together with the external consultants as a team. It is also pointed out
that all adjustments of the modules following the Agency’s report have been made with the help of the five academics that are about to be recruited as well as with the help of the visiting staff Dr Kammas.

Furthermore, we fully agree that the final development of the programme must reflect the inputs and involvement of College faculty. This is the reason why the management of the College has decided to employ as soon as possible, after receiving the final approval by the Agency for the MBA program, five accredited academics holders of PhDs. The appropriate letters of offer to these academicians are attached to this form of response. As we are hoping to receive the final approval from the Agency by mid-July, we intend to start the employment of the aforementioned academics also in mid-July. This will give them ample preparatory time before the start of the fall semester 2019 (starting first week of October). The specialization of the five newly recruited academics together with the specializations of two members of the existing faculty will cover most areas of the program.

In addition, and in an attempt to further link the programme to the industry, especially in the areas of marketing and entrepreneurship, we intend to make use of the services of well-known industry practitioners, but holders of PhDs, as visiting staff like Dr Michalis Kammas and Professor Dr Christos Gortsos.

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Lastly, as can be seen from Table 1 above a mapping has been made between each module of the programme and the faculty that has the expertise and capacity to teach this module.

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CBS Response

We agree. All the modules in the programme have now been revisited and the reading lists brought up to date in order to cater for recent developments in their subject area (see all the modules outlines with reading lists as attached - Appendix A).

Additionally, they have now been updated containing the most recent publications and references in the area (see ‘List of Selected Journal Articles’ section in all Module Outlines – Appendix A).
For each course, the instructor will be uploading on the module’s online platform the relevant links to the most recent published research activity. Articles and case studies used for class activities may be distributed in class, if not offered earlier on the online platform.

- Articles, written from academics and practitioners will be used to enhance students’ understanding and stimulate critical thinking about contemporary business challenges.
- Case studies will be used widely to supplement the theoretical element of the modules.

Regarding the sequence of modules that will be taught and in accordance with the suggestion of the committee we have made a number of adjustments. For example, Organizational Behaviour and Leadership (MBA653) which will now be taught in Semester 1 instead of Semester 3. Additionally, Business and Financial Environment (MBA630) has been moved to Semester 2 instead of Semester 1. And lastly, Operations Management (MBA 651) will be taught in Semester 3 instead of Semester 2.

We have also included a new module on Digital Marketing (MBA680) in the electives so as to make the program more in line with contemporary developments (the Module Outline is found in Appendix A).

Thank you for the opportunity to read this response. We acknowledge the work that has gone into this exercise. We also think that some good progress has been made in relation to the re-ordering of modules within the overall program sequence and the updating of reading lists and related resources. We also welcome the involvement of senior practitioners, though it will be important to ensure that their contributions, inputs and expertise are suitably deployed within the overall program and its learning outcomes. We also accept the points made about the embeddedness of consultants given their history of involvement with the institution and the team-working ethos. We are pleased about the commitments to develop further the spirit of collaborative working amongst the faculty team. We note with interest the plans to undertake additional staff recruitment in order to address the breadth of expertise. We continue to have reservations about the timing of this process in relation to the aspiration to begin the program this October. Given the need to advertise and appoint, and for successful candidates to bring themselves ‘up to speed’ with the program, we think the timescale presents a significant risk to the quality of the student experience. However, our most important reservation at this stage relates to the alignment of faculty expertise and program content. As flagged in our initial report the majority, if not all, staff have academic training in economics, and yet it is proposed that they will be assigned to teach modules in business and management, on which they do not appear to have previous teaching experience or training.
Taken together, our reservations about the alignment of staff profiles with the proposed programme, and the very small window for recruitment before October, lead us to conclude that the programme is partially compliant. Progress has been made since our visit, but we feel that the risks (which impact upon student experience) are still such that an October launch should be delayed in order to allow our concerns to be more fully addressed.

D. Signatures of the EEC

<table>
<thead>
<tr>
<th>Name</th>
<th>Signature</th>
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<tbody>
<tr>
<td>Professor Dr Kevin Orr</td>
<td>Kevin Orr</td>
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<td>Dr Andreas Georgiadis</td>
<td>A. Georgiadis</td>
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Date: ................30 July 2019..............