

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

**Republic of Cyprus**

**External Evaluation Report  
Program of Study**

**Institution: University of Central Lancashire (UCLAN)  
Cyprus**

**Program of Study: Master of Business Administration  
(MBA) Distance Learning**



## **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:**

<b>NAME</b>	<b>TITLE</b>	<b>UNIVERSITY / INSTITUTION</b>
Pavlos Dimitratos (Chair)	Professor	U of Glasgow
Yannis Georgellis (Member)	Professor	U of Kent
Panayotis Alexakis (Member)	Professor	National Kapodistrian U of Athens
Evgenios Kleanthous (Member)	Student	U of Cyprus

## **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.

**The site visit at the UCLan Pyla premises took place on May 22, 2017. The Committee met with the Rector of UCLan Cyprus, the Vice-Rector/ Head of School of Business and Management, the Program Director, and administration staff and students.**

**The documents provided and examined included the Application for MBA Distance Learning, UCLAN and MBA Distance Learning power point material (Introductory & Institutional presentations), curriculum skills map, entrepreneurial and innovation support activities (Artisan, Cedar).**

**Furthermore, our committee interviewed members of the faculty teaching staff, a group of current (face-to-face) MBA students, administrative personnel related to admissions, registration, library facilities, IT and other admin support. Finally, UCLan facilities were visited, namely all facilities used for teaching areas, library and student meeting rooms, and staff offices.**

### 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.

**The internal evaluation ‘Application’, which was submitted by UCLan Cyprus and examined by us, was considered complete, very satisfactory and illuminating.**

## **FINDINGS:**

### **1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES**

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

Overall, all these aspects are very satisfactory. The educational process is very effective and includes various learning tools and modules are tailor-made to the online delivery (e.g. videos, online discussion groups, interactive group discussion and analysis etc). The unit of assessment involves primarily online assignment(s) set in each module. By and large, the partnership with UCLan UK provides the necessary know-how to teaching staff to effectively deliver the online Program.

The teaching staff and infrastructure of UCLan skilfully supports the high-quality teaching services that are in line with market needs. Staff can effectively deliver the Program and module level learning outcomes. They are enthusiastic and committed to the Program.

### **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**

The purpose, objectives, and learning outcomes are very well-presented and justified. The intended learning outcomes are clear and cascaded from the mission statement to the Program, and the individual module standards. The structure and content include compulsory courses. The quality assurance is a given as it conforms to the UCLan UK teaching methods and experience drawn from the face-to-face UCLan Cyprus MBA Program. Management of the Program is very capable, and the directors are experienced and committed to their roles. The current student composition is very international and is expected to remain like that in the future. Given that the market focus of this distance learning MBA Program is primarily outside Cyprus, it is expected that this Program may suit the needs of student labour markets in their home countries.

### **3. RESEARCH WORK AND SYNERGIES WITH TEACHING**

- **Research Teaching Synergies**

In general, there is persuasive evidence of synergy between research and teaching, and the claim that teaching is research-led is supported by the evidence. However, the committee felt there is a need for staff to engage more in research activity that can have beneficial effects on teaching and the reputation of this Program and UCLan Cyprus.

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

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

There is very good infrastructure and processes. The Program infrastructure linked to this Program is very suitable in all aspects related to the delivery of the Program. Administrative and support staff are committed to the satisfaction of the MBA online students. The financial resources appear to be adequate, properly allocated and ensure the longer-term viability of the Program.

#### **5. DISTANCE LEARNING PROGRAMS**

The objectives of the online MBA Program are very clear and fulfil the requirements needed to fulfil the requirements of all stakeholders such as students, teaching staff, administrative and support staff etc. teaching and administrative staff apparently deliver and support the online MBA Program to a very satisfactory extent. The online platform used is excellent and draws from the experience from the UCLan UK partner.

#### **6. DOCTORAL PROGRAMS OF STUDY**

N/A

### **CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE<sup>1</sup>**

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<sup>1</sup> 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.

- 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.

We were given very clear and informative documentation to carry out the evaluation. We were welcomed to the UCLAN Cyprus premises and had the opportunity to meet with the main stakeholders. The MBA online Program is a new venture (started September 2016) and it currently has only six students. The content of the Program draws from the experience the UCLAN team has drawn from the conventional (face-to-face) MBA Program. The leadership team and staff of the Program possess the necessary experience, enthusiasm and commitment to deliver the online MBA degree at high-quality standards. The teaching staff successfully implement the Program using an online delivery and having only an online assessment.

The teaching staff deliver and support the effective implementation of MBA Program. The knowhow of UCLan UK warrants the suitable application and monitoring of the whole education and learning experience. The quality assurance is very satisfactory (complete and comprehensive documents) and at par with international standards. The students of the face-to-face MBA Program that we interviewed appeared to be very positive on their study, which can indicate that the UCLan 'brand name' is strong in the market. The administrative and support staff are very well equipped and driven to further support the online MBA Program.

In short, the Committee felt that the Program although at its first year of operation is of high standards, but also believed that areas for improvement may include:

1. Research time and provision of resources and incentives for research to resident staff would need to be enhanced (and have to be included in the work allocation model). This would increase the research-led dimension of the Program and the research profile of UCLan Cyprus institution.
2. The Program of study currently includes only compulsory modules and we believe that introduction of elective modules can add to the diversity of options that the student could take. This would also enhance the quality of the online Program.
3. The fact that currently only online units of assessment take place to assess the performance of the students in each module constitutes a possible area for improvement in this Program. We recommend that physical examinations occur in UCLan Cyprus or approved examination centres in several countries (at home countries of the students) so as to increase the learning experience of students and add to the quality standing of this online MBA Program.

**Doc. Number: 300.1**

## **Quality Standards and Indicators**

### **External Evaluation of a Program of Study**

Institution: UCLAN Cyprus

Program of Study: MBA (Distance learning)

Duration of the Program of Study: 3years / part time

Evaluation Date: 25 May 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**

<b>NAME</b>	<b>TITLE</b>	<b>UNIVERSITY / INSTITUTION</b>
<b>Pavlos Dimitratos (Chair)</b>	<b>Professor</b>	<b>U of Glasgow</b>
<b>Yannis Georgellis (Member)</b>	<b>Professor</b>	<b>U of Kent</b>
<b>Panayotis Alexakis</b>	<b>Professor</b>	<b>National Kapodistrian U of</b>

<b>(Member)</b>		<b>Athens</b>
<b>Evgenios Kleanthous (Member)</b>	<b>Student</b>	<b>U of Cyprus</b>

**Date and Time of the On-Site Visit: 22 May 2017, UCLAN Cyprus, Pyla**

**Duration of the On-Site Visit: Whole day**

<b>1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES</b>						
<b>1.1</b>	<b>Organization of teaching work</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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					X
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					X

		educational process.					
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.

The whole student admission process takes place in a consistent and well-executed manner and we are confident that this will continue in the years to come.  
 The program so far has only six students, but the leadership team of the program foresee a significant increase in student numbers in the next year.  
 The delivery of the program relies on the Blackboard educational platform.  
 Students are offered special online training to use the Blackboard and the library resources.

The educational procedures are clearly set. The evaluation for each module is solely based on only one or two assignments without including any final exams. Although this is also done by other institutions offering online Programs, it may be that an inclusion of a final examination in modules can provide a more comprehensive evaluation and assessment of the student's understanding.

Note, additionally:

α) the expected number of Cypriot and International Students in the program of study. 20:80%

β) the countries of origin of the majority of students.  
 East Europe, Near and Middle East

γ) the maximum planned number of students per class-section.  
 20-25

1.2	Teaching	1	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.

There is a well-established and formal educational process that heavily draws upon

UCLAN's UK established way of on-line delivery of educational material. This has been effectively transferred to its Cyprus partner.						
<b>1.3</b>	<b>Teaching Personnel</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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:					
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. N/A					
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.					X
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 program of study in which he/she teaches.					X
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 the 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
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>The online Program is currently supported and delivered by resident staff, who are mostly in the early stages of their academic careers. There may be a need in the future to have the online Program delivered and taught also by more experienced staff and practitioners.</p> <p>Existing staff are research active. Nonetheless, publications of teaching staff can increase in the future both in terms of quantity and quality. This will increase the research-led teaching aspect of the online Program.</p> <p>The Program director has the appropriate background and experience to provide leadership and to run the online Program.</p>						

<b>2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS</b>						
<b>2.1</b>	<b>Purpose and Objectives and learning outcomes of the Program of Study</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.					X
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>This is a well-designed and well-structured Program. The objectives and intended learning outcomes are clear and well-articulated.</p>						
<b>2.2</b>	<b>Structure and Content of the Program of Study</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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					X

	abilities which should be acquired by students.					
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	
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>There is flexibility as to the special needs of students attending.</p> <p>Right now all courses are compulsory that students should take.</p> <p>In the future the curriculum could potentially be enriched with more economics related subjects including economic analysis and capital budgeting.</p> <p>Also, in the future the Program can be enriched with electives in management, human resource, marketing, international business that the students can take.</p> <p>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.</p> <p>This appears to be a very small percentage.</p>						
<b>2.3</b>	<b>Quality Assurance of the Program of Study</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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					X

	process and it is not restricted by non-academic factors.					
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>There seems to be a transparent quality assurance process largely supported by UCLan UK system of online delivery. Thus, all necessary tools and procedures appear to have been in place and implemented appropriately.</p>						
<b>2.4</b>	<b>Management of the Program of Study</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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					
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 ensure that the majority of credit units is awarded by the institution which awards the higher education qualification.						X

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

The management of the Program of study is very effective. The Rector is an experienced academic that was moved from the UCLan UK to monitor the effective learning and teaching provision and delivery of the Cyprus partner Programs. The Program leaders are also experienced and committed. Overall, the Program is run very effectively to achieve high standards.

In the case of practical training, note:

- 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 home country of the institution which awards the higher education qualification

N/A

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. * Please see below					
2.5.2	The program attracts Visiting professors of recognized academic standing. * Please see below					
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

Justify the answer you have provided and note the additional comments you may

have on each standard / indicator.

\*As to 2.5.1 & 2.5.2: The Program does not have currently any formal collaboration with foreign organizations, as it is still in its early stages of development. Also, the nature of the online Program implies that visiting appointments may not be relevant to the delivery of a module from the Cyprus campus.

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.

The Program compares favorably with corresponding Programs elsewhere.

2.6	Connection with the labor market and the 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 the 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.

The existing students are in full-time employment roles. The Program with its various modules seems to be well connected to the requirements of the labor market.

### 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					X

	provided to support the research component of the program of study, which are available and accessible to the personnel and the students.					
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.				X	
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>Overall research-training synergies are very good. Research-led teaching appears to be at very satisfactory levels. Staff can be given more research time and space to publish in high-quality journals so as to further enhance the quality of the Program as to the its research-led delivery (see also Section 1.3.2.2).</p>						
<b>4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK</b>						
<b>4.1</b>	<b>Administrative Mechanisms</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.

The administrative and support staff are well-trained and motivated to provide effective delivery training of the Program.

<b>4.2</b>	<b>Infrastructure / Support</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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

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

The infrastructure and support of the Program both in quantity and quality seem to be very satisfactory.

<b>4.3</b>	<b>Financial Resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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					x

	matters, is the responsibility of the relevant academic departments.					
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>There is a well-articulated and detailed business plan that warrants the financial sustainability of the Program.</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.					x
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.					x
5.3	Through established procedures, appropriate training, guidance and support, are provided to teaching personnel, to enable it to efficiently support the educational process.					x
5.4	Student performance monitoring mechanisms are satisfactory.				x	
5.5	Adequate mentoring by the teaching personnel, is provided to students, through established procedures.					x
5.6	The unimpeded long distance communication between the teaching personnel and the students, is ensured to a					x

	satisfactory degree.					
5.7	Assessment consistency, its equivalent application to all students, and the compliance with predefined procedures, are ensured.					X
5.8	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the long distance education methodology and are updated regularly.					X
5.9	The program of study has the appropriate and adequate infrastructure for the support of learning.					X
5.10	The supporting infrastructures are easily accessible.					X
5.11	Students are informed and trained with regards to the available educational infrastructure.					X
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.					X
5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and internationally.					X
5.14	Electronic library services are provided according to international practice in order to support the needs of the students and of the teaching personnel.					X
5.15	The students and the teaching personnel have access to the necessary electronic sources of information, relevant to the program, the level, and the method of teaching.					X
5.16	The percentage of teaching personnel who holds a doctorate, in a program of study which is offered long distance, is not less than 75%.					X

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

The distance learning MBA Program is based on a very efficient platform (Blackboard) and the teaching, administrative staff, and students are well-equipped to utilize this platform. In general, the infrastructure for distance learning education is well-designed and implemented in UCLan Cyprus.

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.	x
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.	See below
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.	x
<p>The online Program currently is based on a student performance solely on assignments. These do not require the physical presence of the student. The increase the credibility and marketability of the new online Program, we suggest that examinations have to be introduced in either the UCLan Cyprus centre or approved exam centres around the world. Introduction of these examinations can be introduced in several key modules of the MBA online Program (i.e. it might be that some courses with very practical content do not require such a physical presence exam).</p>	

**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.					
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.					
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.					
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.					

6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.					
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.					
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.					
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>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.</p>						

### FINAL REMARKS – SUGGESTIONS

Please note your final remarks and suggestions for the program of study and/or regarding particular aspects of the program.

The Program overall is of very good standing, although it has started very recently. The UCLan UK know-how and standards effectively enhance the pedagogical experience of the students. Some areas of improvement have been identified above (See 'Conclusions and Suggestions of the External; Evaluation Committee).

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

Name:	Signature:
Pavlos Dimitratos (Chair)	Professor
Yannis Georgellis (Member)	Professor
Panayotis Alexakis (Member)	Professor
Evgenios Kleanthous (Member)	Student

Date: 25 May 2017