

Ref. Number: 07.14.363.004

**FINAL REPORT OF THE CYPRUS AGENCY OF QUALITY ASSURANCE AND  
ACCREDITATION IN HIGHER EDUCATION**

**EVALUATION - ACCREDITATION  
OF THE PROGRAMME OF STUDY**

**IN GREEK: Μάστερ στη Διοίκηση Επιχειρήσεων (18 months/90 ECTS, MBA, E-Learning)**

**IN ENGLISH: Master in Business Administration (18 months/90 ECTS, MBA, E-Learning)**

**OF THE HIGHER EDUCATION INSTITUTION**

**Mediterranean Institute of Management**

This Final Report was prepared on the basis of Article (20)(2)(f)(i) of the “Quality Assurance and Accreditation in Higher Education and the Establishment and Operation of an Agency on Related Matters Laws” of 2015 to (Num. 3) of 2020 [N.136 (I)/2015 to N.208 (I)/2020].

**THE PROCEDURE:**

On 14/03/2023, the legal representative of the Higher Education Institution Mediterranean Institute of Management, submitted an application (Doc. 200.1), based on Article (17) of the “Quality Assurance and Accreditation in Higher Education and the Establishment and Operation of an Agency on Related Matters Laws” of 2015 to 2020, for the evaluation-accreditation of the programme of study:

**IN GREEK: Μάστερ στη Διοίκηση Επιχειρήσεων (18 months/90 ECTS, MBA, E-Learning)**

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In the framework of competences conferred on it by the relevant legislation, the Council of the Agency has constituted an External Evaluation Committee (EEC), which after initially examining the institution's application for programme evaluation and accreditation, performed an on-site visit at the institution on 24/10/2023.

The EEC met with the head of the institution, the head of the relevant department, the programme's coordinator, members of the academic staff, members of the administrative staff, students and/or their representatives and the Internal Quality Assurance Committee.

Additionally, the EEC examined the institution's facilities (library, computer labs, labs, teaching classes, research infrastructures, etc.), various documents presented and/or requested by the EEC, the School's/Faculty's structure and the programme's position in it, the CVs of the teaching

staff and their relationship to the institution as teachers in regard to any other duties and teaching.

The EEC has documented its findings and recommendations and drew up the External Evaluation Report in the Doc. 300.1.1.

### **CYQAA Council's Decision**

The Council of the Cyprus Agency of Quality Assurance and Accreditation of Higher Education, during its 100<sup>th</sup> Summit on 11/12/2023, according to the Article (20)(2)(f)(i) of the "Quality Assurance and Accreditation in Higher Education and the Establishment and Operation of an Agency on Related Matters Laws" of 2015 to (Num. 3) of 2020 [N.136 (I)/2015 to N.208 (I)/2020], and on the basis of the suggestions of the External Evaluation Committee and the comments of the institution on the External Evaluation Committee report, decided that **the programme is is rejected** based on the following remarks:

*The institution's responses to the concerns raised by the External Evaluation Committee (EEC) were notably vague and lacked concrete evidence of compliance. These areas of concern include:*

1. **Overlap in Student Selection:** *The potential overlap in student selection between the conventional and DL programs, particularly with Cypriot students, could threaten the sustainability of the conventional program. The institution's response did not adequately address this concern.*
2. **Unclear Learning Outcomes Mapping:** *The need for more explicit mapping of learning outcomes, delivery methods, and student expectations was not convincingly addressed by the institution.*
3. **Insufficient Exposure to Current Trends:** *The importance of keeping students abreast of current trends in business and management was acknowledged, but the institution's plans to implement this were unclear.*
4. **Inadequate Assessment Communication:** *The institution's approach to improving the communication of assessment criteria and systems remains ambiguous.*
5. **Limited Accessibility to Learning Materials:** *The commitment to making all required and recommended readings accessible, including Open Educational Resources, was not convincingly demonstrated by the institution.*
6. **Vague Online Teaching Standards:** *The institution's strategy for communicating and mainstreaming online teaching standards to both internal and external lecturers lacked clarity.*
7. **Weak Link between Research and Education:** *While the need to incorporate faculty research into teaching was highlighted, the institution's approach to achieving this was not substantiated.*
8. **Communication Gaps in DL Program:** *The institution's plan to address potential communication issues in the DL program, especially regarding assessments and team assignments, was not clearly outlined.*

9. **Unclear Guidance on Course Materials:** *The promise to provide clearer guidance on course materials and their acquisition was not backed by concrete actions.*
10. **Inconsistent Feedback Mechanisms:** *The response to standardizing feedback tailored to the DL delivery was vague, with no clear action plan.*
11. **Quality Control of External Instructors:** *The institution's approach to ensuring the quality of teaching from a high proportion of external instructors was not satisfactorily detailed.*
12. **Lack of Professional Development Training:** *The plan for a mandatory professional development training program for lecturers was not convincingly laid out, especially concerning pedagogical aspects and e-learning tools.*

On the basis of Article 20(2)(g)(i) The institution may, within one (1) month from the receipt of the final Report of the Agency, raise an objection requesting its review by the Evaluation Agency, stating the grounds which, in its opinion, justify the withdrawal and the review of the Evaluation Report.

(Professor Mary Ioannidou-Koutselini)  
President of the Board of the  
Cyprus Agency of Quality Assurance and  
Accreditation in Higher Education

Date: 15/12/2023