

Higher Education Institution's Response (Departmental)

Date: 31/5/2021

- **Higher Education Institution:**
Philips University
- **Town:** Nicosia
- **School/Faculty:** School/Faculty: **ECONOMICS AND MANAGEMENT**
- **Department:** **BUSINESS ADMINISTRATION**
- **Programme(s) of study under evaluation**

Programme 1

In English:

MBA in Business Administration (3 semesters, 90 ECTS, Master)

with concentrations in:

- **General Management**
- **Innovation and Entrepreneurship**
- **Health Care Management**

Programme 2

In English:

PhD in Business and Management (4 years, 240 ECTS, Doctorate)

- **Department's Status:** **New**



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 2019” [N. 136 (I)/2015 to N. 35(I)/2019].

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.3.1) must justify whether actions have been taken in improving the quality of the department in each assessment area.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
 - *the findings, strengths, areas of improvement and recommendations of the EEC*
 - *the deficiencies noted under the quality indicators (criteria)*
 - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc. 300.3.1).*
- *In case of annexes, those should be attached and sent on a separate document.*

1. Department's academic profile and orientation

Sub-areas

- 1.1 Mission and strategic planning
- 1.2 Connecting with society
- 1.3 Development processes

Philips University appreciates and is gratified with the “**Compliant**” rating in **all** items in this section.

The University accepts and fully implements all recommendations of the EEC, which aim, as the EEC stated, “to continuously improve the programmes”. More precisely:

EEC:

The EEC stresses the importance (during the implementation and next-growth-stages) of monitoring (adjusting, improving and optimizing) the strategic planning, Involving and developing both (new) faculty and administrative staff, Having best-practice structures, rules and procedures and implementing (elaborate) operational controls.

PHILIPS UNIVERSITY:

- 2. As the EEC stated, this recommendation applies to the future (during the implementation and next-growth-stages). The University accepts this recommendation, and implements it via the strategic plan of the University and the elaborate, comprehensive, efficient and effective Internal Quality Assurance system of the University. Details are given below in section **7. Resources**.

3. Quality Assurance

Sub-areas

- 2.1 System and quality assurance strategy
- 2.2 Quality assurance for the programmes of study

Philips University is highly pleased with the “**Compliant**” rating in **all** items in this section.

The University welcomes and puts into effect all recommendations of the EEC, which aim for continuous improvement of the programmes. More precisely:

EEC:

The EEC strongly suggests that the School and Department includes the new and younger staff, faculty and students in these processes from the start and that the supervision of PhD projects in terms of number of students per qualified supervisor remain limited and part of a workload management and quality assurance system.

PHILIPS UNIVERSITY:

The EEC praised the University for its Internal Quality Assurance system, indicating that “The EEC finds full compliance with the standards and commends the institution ... the EEC is confident that state-of-the art structures and procedures are put in place to ensure successful delivery and commends the institution for its ambition and attachment to the highest levels of operational excellence.” Therefore, the University accepts the above recommendation, which is fully implemented via the Internal Quality Assurance system of the University.

4. Administration

Philips University is greatly satisfied with the “**Compliant**” rating in **all** items in the section on Administration. The University appreciates in particular the EEC finding that “The EEC finds full compliance with the standards and commends the institution for best-practice with respect to these standards” and the fact that no recommendations are made by the EEC in this section.

5. Learning and Teaching

Sub-areas

4.1 Planning the programmes of study

4.2 Organisation of teaching

Philips University is most appreciative of the “**Compliant**” rating in **all** items in this section and subsequently agrees and shall implement all recommendations of the EEC, which aim “to continuously improve the programmes”. More precisely:

EEC:

The EEC strongly encourages the institution to revise, finetune and tighten the master-level intended outcomes as these outcomes, at this point, still refer to “college” level instead of (international level) master-level outcomes.

PHILIPS UNIVERSITY:

The University in implementing this recommendation of the EEC, has fine-tuned, adapted and tightened the learning objectives, goals and outcomes in order to fully and more clearly adhere to national and international standards with respect to master-level education. Details are given in the University’s response to the EEC’s report on the MBA program of study.

6. Teaching Staff

Philips University appreciates and is satisfied with the “**Compliant**” rating in **all** items in this section.

The University accepts and fully implements all recommendations of the EEC, which aim, as the EEC stated, “to continuously improve the programmes”. More precisely:

EEC:

The EEC strongly encourages the School to maintain and safeguard the required standards when recruiting the necessary new staff and faculty to successfully run and sustain the new programmes (including balancing and actively engaging full-time and part-time faculty and practitioners).

PHILIPS UNIVERSITY:

The University has detailed approach, policy and procedures in hiring faculty members, which are explicitly presented in its Charter and the Internal Regulations, Rules and policies, which also apply to faculty promotion. In general, the basic criteria for hiring a faculty member are:



- Quality of the candidate's educational background
- Experience and demonstrated ability to teach at high level
- Research and publication record, and research capabilities
- Communication
- Commitment to students, community and leadership

The University's practice and plan is to be continuously enriching the current highly qualified and experienced faculty with new and younger academics, with demonstrated prospects for excellence in teaching, research, and service to the community, following so and implementing its strategic plan.

7. Research

Philips University is highly content with the “**Compliant**” rating in **all** items in this section and notes with satisfaction the fact that The EEC made no recommendations in this section.

8. Resources

Philips University is gratified with the “**Compliant**” rating in **all** items in this section.

The University agrees with all recommendations of the EEC, which aim “to continuously improve the programmes” in the course of their offering and implementation.

EEC:

The EEC most strongly advises the institution to finetune, adapt and complete the strategic planning and execution follow-up with crucial scenario analysis and adequate risk management tools and instruments (what-if analytics).

PHILIPS UNIVERSITY:

In implementation of this recommendation of the ECC, the University has developed a strategic plan and risk management as follows:

The major challenge of the Department's Strategic Planning is to implement those decisions at functional levels within the University, in the framework of the overall University's and School's strategy. In addition to understanding the strategic level of planning as the key to transforming the University's mission and vision, the Department is more concerned in operational and tactical planning that provides the University with the tools and insight to implement the overall integrated strategic plan. The Chairperson chairs a strategy committee consisted of selected members of Faculty, Administration Staff, External experts and at least one student representative. The committee meets before the beginning of each semester. Therefore, the department is mainly responsible for planning and development and:

1. Identifies resource needs (faculty, staff, facilities, other) for his/her Department.
2. Assists the Dean of School in designing and implementing integrated long-range plans and programs of the School;
3. Develops annual Departmental budgets for allocating funds for instruction, research, and faculty development.
4. Engages in tactical planning involving the policies and procedures necessary for effective management, planning, budgeting, and assessing.
5. Develops indicators monitoring the progress of implementation of plans and prepares a bi-annual progress report, corresponding to the chosen planning cycle.
6. Engages in annual personnel review process with the purpose of linking personal development goals with the University's strategy and goals.

Strategic Development Milestones:

1. Year 1

- Complete recruitment of academic and administrative staff as the need arises.
- Undertake at least two staff training seminars (teaching and others).
- Establish research clusters based on interests of academic staff and secure cooperation with other institutions, academic, research and in the industry.
- Apply and try to secure at least two research projects in Cyprus and Europe

2. Year 2

- Develop at least another 3 academic programs, including one postgraduate.
- Organize at least one international conference on a field and topic to be decided by qualified faculty.
- Contribute to the launching of Philips University's Academic Journal with both papers and editorial and review work.

3. Year 3

- Develop at least another program of study.
- Develop at least two training programs on a lifelong learning basis for professionals.
- Apply and secure at least one European research project.

SWOT Analysis

Strengths

- Strong reputation / academic standing;
- Good student - staff ratio;
- Recruitment of students from a broad spread of countries.
- Highly qualified and committed academic and administrative staff
- State of the art teaching facilities.
- Excellently designed and updated programs of study.
- Highest quality control standards and procedures.

Weaknesses

- The heterogeneity of student's background. This has been caused primarily by the application of the University's philosophy of giving students of various backgrounds an opportunity to learn.
- Limitations in the knowledge of the English language. The University tries to overcome such constraints with the introduction of well-designed English language programs.
- High cost of programs.
- Limited use of new technologies in international student recruitment.

Opportunities

The discovery of natural gas resources in the exclusive Economic Zone of Cyprus the ongoing digitalization of the economy and launching of the National Healthcare system are three of many factors that provide opportunities to accelerate reforms in the Economy, improve GDP growth and create more employment in a digitalized economy.

- Continuing growth in demand for international education;
- Potential for growth from, as yet, undeveloped and underdeveloped markets;
- Development of Programs in the Greek language
- High cost of education in western Europe and the USA, makes Cyprus an attractive destination for higher education.

Threats

- Global or regional economic or political changes;
- New country competitors entering the market;
- Increased investment in recruitment activity by local and international competitors.

Strategy:

- Thorough research of target markets.
- Appropriate and effective promotional activities undertaken for the purpose of recruiting international students to Philips University.
- Cooperation and support of influential local agents.

Representation and promotion of Philips University in priority countries through:

- Participation in selected educational exhibitions, including those organized by the British Council or private companies as appropriate to market conditions;

- Organizing independent visits to schools, universities and agencies likely to encourage application of suitably qualified students to Philips University, as identified by research;
- Taking part in study fairs abroad at EU institutions and visiting African and Asian universities to support affiliate recruitment;
- Organizing independent education exhibitions and independent visits in collaboration with other Universities; and
- Delivering presentations to the public.

Risk assessment and sustainability

The objectives of risk management are to ensure that departmental objectives will be achieved, damaging events will not happen or are less likely to happen and beneficial aspects will be or are more likely to be secured. The overall aim is to balance autonomy with accountability with reference to the vision, mission and values of the University.

The types of risk are:

1. Strategic Risk. How well does the University understand its competitive environment so that it can effectively achieve its strategic goals.
2. Financial Risk. How does the university manage the potential market and credit risks that may negatively affect its investments.
3. Operational Risk. Risks that affects ongoing management processes of staff students and administration.
4. Compliance Risk. Risk that affects compliance with externally imposed laws and regulations as well as internally imposed policies and procedures concerning safety or conflict of interest.
5. Reputation and Public Image Risk. Risk that affects the University reputation, brand or both.

The overall responsibility for assessing and managing risks, lies with the School Council, the University Council and the Senate.

Teaching and Learning Sustainability

Philips University actively expresses its commitment to supporting the creation of a sustainable future and to incorporate sustainability principles and practices in learning teaching, research, community engagement and operational activities. Namely:

1. The Department will encourage sustainability to be included in all undergraduate and graduate programs.
2. The Department will encourage the advancement of sustainability related Research.
3. The Department will provide opportunities for further development of innovating sustainability in teaching and research.

B. Conclusions and final remarks

Philips University congratulates the Chair and the members of the EEC for their professional, punctual and distinctive conduct of the external evaluation, and appreciates that the EEC confirmed **full compliance** with all required standards of CYQAA and consequently with the ESG.

In addition, the University has accepted and has implemented all recommendations of the EEC, which aim, as the EEC stated, “to continuously improve the programmes”. Details are given above in the respective sections.



C. Higher Education Institution academic representatives

<i>A. Name</i>	<i>Position</i>	<i>Signature</i>
Prof. Demetrios Natsopoulos	Rector	
Prof. Constantina Shiakallis	Vice-Rector for Academic Affairs	
Prof. Andreas Hadjis	Dean of School	
Prof. John Yfantopoulos	Chairperson of Department	

Date: 7 June, 2021