

Doc. 300.1.2

# Higher Education Institution's Response

Date: 03/08/2021

- **Higher Education Institution:**  
University of Nicosia

**Town:** Nicosia

- **Programme of study**  
**Name (Duration, ECTS, Cycle)**

**In Greek:**

Διοίκηση Μάρκετινγκ (240 ECTS, 4 έτη, Πτυχίο  
Διοίκησης Επιχειρήσεων)

**In English:**

Marketing Management (4 years/240 ECTS, Bachelor  
in Business Administration)

- **Language(s) of instruction:** English
- **Programme's status:** Currently Operating
- **Concentrations (if any):**

**In Greek:** Concentrations  
**In English:** Concentrations



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.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the programme of study 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 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.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4).*
- *In case of annexes, those should be attached and sent on a separate document.*

## Introduction and overall assessment

We refer to the report of the External Evaluation Committee (EEC) for the evaluation-accreditation of the program of study 'BBA Marketing Management', which was prepared following a virtual visit at the University of Nicosia by the members of the EEC on the 21<sup>st</sup> May, 2021.

On behalf of all those involved with the program, we would like to thank the EEC members for their insightful questions and comments during the evaluation of the program and their recommendations. We would further also like to extend our appreciation for the collegial and constructive approach within which this evaluation was conducted.

The EEC report received presents an overall positive evaluation of our program, **scoring high in all areas under examination**, and conforms to the assessment requirements stated by the CYQAA.

The members of the EEC made several positive comments and also offered constructive and insightful recommendations for improvement, which we sincerely appreciate as we consider the EEC members' expertise will indeed enable us to enhance our program even further. All comments have been considered and where the EEC has provided feedback for areas of improvement we have, in this report, addressed them by providing further information and possible actions.

We are very satisfied with the concluding remark of the EEC as per below, stating that the programme:

- (a) was found to have numerous strengths and few minor issues requiring improvement
- (b) is a very good programme
- (c) should be considered COMPLIANT in all the areas.

*"The EEC has identified numerous strengths in the various sub-areas listed above and few minor issues were made concrete recommendations for specific improvements with a view to meeting these objectives. Rather than summarizing, we prefer to refer the reader to the bullet lists in the relevant sections of this report. In overall, the EEC believes that this BBA program is a very good program, within an academic institution and, for the purposes of this evaluation, that the program should be considered COMPLIANT in all the areas"*

This report has been structured in a way which presents the sections which include the findings and comments of the EEC (displayed in *italics* and ""), followed by our response to each section (displayed in **green fonts**). We hope that our report will be well received and look forward to your positive final evaluation of our BBA Marketing Management program.

## 1. Study programme and study programme's design and development

(ESG 1.1, 1.2, 1.7, 1.8, 1.9)

### Findings

*"The undergraduate program of BBA Marketing Management is a 4-year, full-time program and requires 240 ECTS. In overall, the program is very well structured, its objectives are in accordance with the overall strategy of the University but also with international academic practice and the intended learning outcomes stem from and are consistent to the content of the program. The purpose, objectives, and learning outcomes are clearly communicated and well-justified.*

*The structure and content of the BBA program include an appropriate number of core and elective courses. It consists of compulsory courses (up to 108 ECTS) and elective courses with specific pathways (Sections), practical training and assignment, which requires 240 ECTS credits to graduate. There are electives from different disciplines (for example, general management, economics & finance, marketing, etc.) providing this way students with valuable options and indeed the BBA programme itself but also the faculty appear to steer students towards the modules that best fit one's interest and qualifications. Students should follow a section offered with elective courses. The course content and the assessment system are uploaded to online platform.*

*The expected learning outcomes of the program are known to the students from the beginning of the semester through the course syllabi, the course outlines, the website of the University and its electronic platform. The AoL are clear and evaluated through DACs, a practice that many universities are following worldwide. Overall, the program seeks to prepare students for key roles in Marketing and Management for profit and non-profit organizations in the global competitive business environment.*

*The admission criteria are adequate and indeed the University as well as the Department have made the strategic decision to keep these criteria at a high level who enrol in the program every year. Along the same lines, the selection criteria are consistent with the vision of the University, to maintain its strong reputation.*

*Quality assurance mechanisms are present and fairly well-aligned with international standards. There is a number of quality assurance mechanisms and formal policies for the development and the management of the program of study. Importantly, formal quality assurance mechanisms are accompanied by informal processes which also appear to be working quite well. Moreover, the Head (coordinator) of the programme is very capable, with appropriate expertise and committed to the successful fulfilment of her role.*

*Moreover, the program reflects the four purposes of higher education of the Council of Europe that is, preparation for sustainable employment, personal development, preparation for life as active citizens in democratic societies, the development and maintenance, through teaching, learning and research, of a broad, advanced knowledge base."*

### **UNIC Response / Action:**

We would like to thank the EEC for their positive comments and evaluation presented under this section. The positive feedback received pertains to the well-structured program (objectives, fit to overall strategy of the University, international academic practice, outcomes), the high level admission and selection criteria, and the quality assurance mechanisms in place. Particular reference was also given to the fact that “*the program reflects the four purposes of higher education of the Council of Europe that is, preparation for sustainable employment, personal development, preparation for life as active citizens in democratic societies, the development and maintenance, through teaching, learning and research, of a broad, advanced knowledge base*”.

### **Strengths**

“In summary, the strengths of the program are as follows:

1. Following international experience, the Department is employing visiting professors from both academia and job market to teach to the program.
2. The program provides textbooks and reference books for all the courses, one reference and 2-3 suggested textbooks or academic books. These books can be found in the library.
3. The UoN has a long experience in delivering educational programs in BA level. Previous programs as well as current programs in different campuses were also accredited by the Ministry's former accreditation process.
4. A number of the faculty teaching staff have highly adequate academic and practical experience which ensures a good balance between theory and practice. Moreover, all the teaching staff are Ph.D. holders with research profiles and long teaching experience.
5. The quality of teaching personnel and their involvement in high-level research
6. The quality of university facilities for teaching, learning, and student support
7. The potential to appeal to a wide range of international students, align with the increasing demand for suitable marketing studies
8. The potential to connect to public and private sector employers in the management sector, broadly defined.

The information related to the program of study is publicly available. The assessment system and criteria regarding student course performance are clear, adequate and well-communicated to the students. The course syllabuses and course outlines clearly define the expected learning outcomes, the content, the teaching and learning approaches and the method of assessing student performance. The Department (and the University in overall) had a very fast response to Covid-19 digital transformation using tools like online teaching platforms, electronic libraries, online courses, and so on.”

### **UNIC Response / Action:**

We would like to thank the EEC for their identification and appreciation of the strengths of our program presented under this section. Reference has been made to our program hosting visiting professors and experts as guest lecturers, our Institution's long experience in delivering education programs, the experience of our teaching personnel both in teaching but also in high level research, and our industry links.

## **Areas of improvement and recommendations**

*"While in broad terms the program of study is adequate there is space for improvement. Below, the committee suggests some key elements to put in attention:*

1. *Following mostly UK experience, we encourage the Department to employ more external (visiting) lectures from academia and the job market in a more regular base to teach and contribute to the development of the program. This is a noteworthy effort, and the EEC applauds the Department's efforts towards that end.*
2. *The focus of the curriculum is both in academic and on practical matters as illustrated by the reading material. This is aligned with the local market requirements that the program is targeting. In fact, the EEC encourages the faculty to incorporate into the modules courses that are in the core of academic knowledge so that the students can link their hands-on knowledge with higher order thinking.*
3. *The international dimension of the program is strengthening over time and one way to accelerate that progress is to be inviting more visiting professors from abroad who could help in the development of the quality of the program and in the strengthening of the research profile of the program and staff through collaborations.*

### **UNIC Response / Action:**

Regarding the recommendation of the EEC in points 1 and 3, in line with our current practise of employing visiting faculty and industry experts, we will continue to do so, with the aim of further enriching the educational provision of our students, but also to enhance the quality of our program and to strengthen the research profile of the program and faculty through both international and local collaborations. Specifically, we plan to initiate a series of webinars with invited speakers from abroad, visit foreign universities with relevant degrees and study/learn also from their systems and processes (already approved by Erasmus+ Unit at the University), enhance visits from industry specialists and foreign scholars for guest lectures, and more.

Concerning the recommendation of the EEC to incorporate into the modules courses that are in the core of academic knowledge, we will continue to monitor the trends in the environment (job market, literature and professional publications) and update our courses accordingly in an effort to enhance our students' hands-on knowledge with higher order thinking.

<b>Sub-area</b>	<b>Non-compliant/ Partially Compliant/Compliant</b>
<b>1.1</b> <i>Policy for quality assurance</i>	<i>Compliant</i>
<b>1.2</b> <i>Design, approval, on-going monitoring and review</i>	<i>Compliant</i>
<b>1.3</b> <i>Public information</i>	<i>Compliant</i>
<b>1.4</b> <i>Information management</i>	<i>Compliant</i>



**UNIC Response / Action:**

We would like to thank the EEC for their evaluation of our program as being Compliant in all sub-areas under “Study programme and study programme’s design and development” assessment.

## 2. Student – centred learning, teaching and assessment

(ESG 1.3)

### Findings

*"There is a comprehensive teaching methodology and mechanisms. The Department has given appropriate consideration to the overall teaching and learning design and delivery of the proposed program. The program is built with student needs and job market trends in mind. Overall, the educational process comes across as well-structured, effective and well-implemented. There are well-documented academic procedures involving the Program Coordinator, the teaching staff and the students. There are no apparent problems or difficulties in the management of the program. The BBA programme successfully applies the ECTS."*

*The assessment system and criteria regarding student course performance are clear, adequate and well-communicated to the students. There is good evidence of structured and well-organized taught material (lecture presentations, good blending of theoretical material and practice, etc). All teaching material are readily available to student."*

### UNIC Response / Action:

We would like to thank the EEC for their positive comments and evaluation presented under this section. We especially appreciate that the EEC has acknowledged "*the Department's consideration to the overall teaching and learning design and delivery of the proposed program...built with student needs and job market trends in mind.*"

### Strengths

1. *"A number of committees ensure proper delivery of module material and constitute an important means the department maintains consistent quality standards."*
2. *The Business School is following the international practices of assessments under the evaluation of well-known recognised accreditations (e.g., AACSB). This helps the AoL to be coherent and adequate, using tools like DACs, specific LO expectations and how they are fulfilled, and so on, which is beneficial for the student experience."*
3. *Through the Cyprus-wide library network, students have the opportunity to access databases that would be difficult to access otherwise. This is particularly relevant when designing programs meant to offer key resources to students."*
4. *In general, the EEC feels that the program is fully managed by the academics in charge and there are no inappropriate non-academic interventions. The programme guarantees a friendly environment between students and teaching/ administrative staff."*
5. *The faculty pointed out that they can have access to all case studies, tools, etc., that a specific course might need to be taught in an appropriate way."*
6. *The students interviewed by the Committee highlighted they are quite satisfied with the quality of the program. They have also indicated that communication with faculty members and the administrative team is open and part of the culture of the staff."*
7. *Some new courses-improvements have been made to enrich the content of the programme."*

### **UNIC Response / Action:**

We would like to thank the EEC for their identification and appreciation of the strengths of our program presented under this section. Indeed, among the strengths identified, is our commitment to ensuring proper delivery of module material, maintaining consistent quality standards, following international practices of assessments, offering our students the opportunity to access databases and other key resources. These actions all aim to provide quality education to our valued students.

### **Areas of improvement and recommendations**

*"There is evidence of a solid assessment and a LO process with well-documented criteria. The EEC believes that there are no major issues related to the programme for the present time. However, the EEC believes that the programme can be tightened up and become more competitive in the future following the changes required for the accreditation processes."*

### **UNIC Response / Action:**

We would like to thank the EEC for their suggestion and we would like to confirm that all suggestions for improvement will be considered so as to become even more competitive in the future.

<b>Sub-area</b>	<b>Non-compliant/ Partially Compliant/Compliant</b>
2.1 <i>Process of teaching and learning and student-centred teaching methodology</i>	Compliant
2.2 <i>Practical training</i>	Compliant
2.3 <i>Student assessment</i>	Compliant

### **UNIC Response / Action:**

We would like to thank the EEC for their evaluation of our program as being Compliant in all sub-areas under "Student – centred learning, teaching and assessment".

### 3. Teaching staff

(ESG 1.5)

#### **Findings**

*“During our meeting with the teaching staff, we interviewed full-time professors. All of them have adequate qualifications especially when considering the fact that the program is an undergraduate one. All of them hold Ph.D. degrees from high ranked institutions and are active in research (i.e. they are very active with publications, attending conferences and have a good understanding of the value of doing research for an academic institution).*

*During the interview the majority of the faculty participated actively in the discussion. They gave us examples of how they teach, how they use the resources (i.e. case studies) in teaching, the support they have from the University and all the outcomes the University expects from them. The EEC got insights on the working conditions of the faculty, the promotion process, the faculty’s thoughts and suggestions which eventually feed into the present report as a means to improve working conditions.*

*Overall, the EEC is satisfied by the willingness of the faculty members to participate in the conversation and to highlight the pros and cons.”*

#### **UNIC Response / Action:**

We would like to thank the EEC for their positive comments and evaluation presented under this section. The Department takes pride in its faculty members, who are all PhD holders from high ranked Universities, who are all very active in research, and of whom a member was included this year in the top 2% of the annual Stanford University list of 100,000 top scientists worldwide.

#### **Strengths**

1. *“The Department appears to have reasonable teaching loads which is adjustable as the faculty member moves upward the ranks.*
2. *The Department encourages research activities in a number of ways including support for conference attendance and such activities can augment staff’s professional development.*
3. *Research activity appears to be seen favourably for promotion and this creates additional incentives for staff development.*
4. *There appears to be a good balance between young and experienced faculty members. It seems that the outcome of teaching is being monitored and taken seriously by the Department and that any issues or problems are professionally and effectively taken care of. There is also a good process of evaluation of the faculty by both students and the Head of the Department.”*

#### **UNIC Response / Action:**

We would like to thank the EEC for their identification and appreciation of the strengths of our program presented under this section, and for deeming that our Department ensures that faculty members are offered reasonable and adjustable teaching loads, are supported and encouraged to pursue research activities, and are evaluated through fair measures.

## **Areas of improvement and recommendations**

*"The Department (and the University in overall) could invest more in resources that could help the faculty to conduct quality research. The acquisition of databases such as Bloomberg could enhance and intensify the research activities of the faculty. While such activities may turn out to be prohibitively expensive, it can also be complementary means to augment the research activities of the faculty while it can generate revenues in research and reputation.*

*The Department and the University in overall, should be clear about the promotion process and provide the quantifiable measures of how a faculty member can be promoted over the professorship ranks. The current flexibility in the promotion criteria is somewhat understandable given the different contributions of each faculty member to the program. However, some standardized criteria should be introduced as well. For instance, these could include a specified number of research publications in high calibre journals following international journal lists such as the ABS list in the UK. However, the Dean of BS has ensured us but also al the profs during the teaching staff session that they have started this process and we are convinced of the good job that will be done.*

*As a last, it was not clear whether funding support is provided on a need to basis or whether there is a research budget per faculty member at the start of each academic year for attending conferences or fees in general for conducting research."*

### **UNIC Response / Action:**

We would like to thank the EEC for their suggestions under this section. With regards to the suggestion for acquiring a database, we would like to confirm that the University has licenses to Refinitiv (former Reuters), a platform application similar to Bloomberg, which is accessible from any computer, not only dedicated monitors. This enables increased accessibility and utilization and it is indeed a valuable tool that assists faculty and students (mostly postgraduate and doctoral) in their research activities.

Regarding the suggestion for the University's promotion process to be clearer with more quantifiable and standardized measures introduced, as mentioned during the visit, this is indeed a process which is currently being pursued, and the University is continuously closely monitoring and following the same criteria followed by state Universities in Cyprus. Moreover, we are happy to inform the EEC that the School of Business has recently submitted the initial Self Evaluation Report (iSER) to the AACSB as part of our accreditation process, and it has been accepted by the AACSB Board. The School is committed to pursuing any required actions as a high priority.

Finally, the funding support that is provided to each faculty member, is a fixed annual budget per faculty member which can be used for attending local or international conferences, plus a separate/additional fee, which faculty members may use for subscription fees (journals, memberships in professional bodies, and so on). Moreover, all faculty members are being rewarded (monetary) for every contribution they make according to the rank of the journal/publication they publish in. In addition, University SEED grants are available to all faculty annually, on a competitive basis.

<b>Sub-area</b>	<b>Non-compliant/ Partially Compliant/Compliant</b>
<b>3.1</b> <i>Teaching staff recruitment and development</i>	<b>Compliant</b>
<b>3.2</b> <i>Teaching staff number and status</i>	<b>Compliant</b>
<b>3.3</b> <i>Synergies of teaching and research</i>	<b>Compliant</b>



**UNIC Response / Action:**

We would like to thank the EEC for their evaluation of our program as being Compliant in all sub-areas under "Teaching staff" assessment.

#### 4. Student admission, progression, recognition and certification (ESG 1.4)

##### Findings

*"The EEC discussed with students inquiring why they decided to join this specific programme at this (specific) institution, asked them to describe their experiences and to present to us what they liked and what they thought could be improved. The students were open in expressing great satisfaction with the University/Department.*

*They listed the admission process, the academic support, 2 of them came from other institutions and mentioned how they found the assistance they needed (recognized ECTS, etc.), and another prime reason they decided to join the UoN was its reputation.*

*The students highlighted that the UoN is accommodating when it needs to be, that they are satisfied with the modules and with the infrastructure of the university. They also noted that the Department/University is active in helping them find jobs and overall, they did not raise any serious red flags."*

##### UNIC Response / Action:

We would like to thank the EEC for their positive comments and evaluation presented under this section, and we are confident that our students will continue to share these sentiments of great satisfaction with the University/Department.

##### Strengths

1. *The Department is student-oriented and when needed it aids students in finding academic support and accommodation.*
2. *The students are well taken care of by the University and the Department.*
3. *The Department and its programme seem to perform well as the local students as they think that they obtain good-quality education for their employability in Cyprus especially as it relates to Marketing management.*
4. *The University offers scholarships on a competitive basis and this truly stands out. It helps the University to attract top students, maintain its reputation and fulfil its role as an academic institution.*

##### UNIC Response / Action:

We would like to thank the EEC for their identification and appreciation of the strengths of our program presented under this section. All faculty members of the Department work relentlessly to ensure that students are supported, and that all obtain quality education resulting in high employability prospects in Marketing and in the broader area of Business.

## **Areas of improvement and recommendations**

*"The student experience at the Department/University is very satisfactory. Still, there are two areas of improvement which should be feasible to implement, as suggestions.*

- 1. Some students somewhat highlighted the internships and wished to have more opportunities for practical internships. To that end, the Department could form more activities to strengthen that part such as open days, invite professionals, and/or connect through institutional processes past graduates with current students (alumni).*
- 2. The pathways are well structured, and it is a strong component but perhaps the Department could consider increasing the credits allocated in order to give more careful and strength this part. The students mentioned that, if so, it might increase the motivation of the students to engage more heavily with research and perhaps lead them at an even more increased rate to pursue dissertation that would communicate more to the private sector – a process that could further enhance the reputation of the Department."*

### **UNIC Response / Action:**

We would like to thank the EEC for their suggestions under this section. With regards to the suggestion for even more opportunities for practical internships we would like to confirm that this is indeed an area which we are constantly seeking industry collaborations, both at a local level but also at an international level (through our Erasmus+ program at the University), which could host our students. Being that the Marketing Practicum is a course that is offered to our students, we too agree with the EEC that this strengthens our students' overall student experience as it offers them hands-on experience and allows them the chance to apply their knowledge in real-life scenarios, but also equips them with experiences that enhance their soft skills, increasing their employability prospects. The program regularly participates at open days organized by the Career Center of our University, and during each semester invited professionals (including successful alumni) are invited as guest speakers in various courses.

Increasing the credits allocated to courses, as suggested by the EEC is not possible due to multiple academic and regulatory restrictions. However, our students can take both project related courses and internships, thus reinforcing their links with the industry even further. Moreover, through the Final Year project course that is offered to students, they gain valuable knowledge and experience in research as it requires a dissertation. Additionally, students gain research knowledge and understanding through studies of research papers and other scholarly works, as part of various courses they follow.

<b>Sub-area</b>	<b>Non-compliant/ Partially Compliant/Compliant</b>
<b>4.1</b> <i>Student admission, processes and criteria</i>	<i>Compliant</i>
<b>4.2</b> <i>Student progression</i>	<i>Compliant</i>
<b>4.3</b> <i>Student recognition</i>	<i>Compliant</i>
<b>4.4</b> <i>Student certification</i>	<i>Compliant</i>

### **UNIC Response / Action:**

We would like to thank the EEC for their evaluation of our program as being Compliant in all sub-areas under "Student admission, progression, recognition and certification" assessment.



## 5. Learning resources and student support

(ESG 1.6)

### Findings

*“Due to the Covid-19 pandemic and travel restrictions, the EEC did not have the opportunity to visit the premises of University of Nicosia. The view of the EEC related to facilities, teaching, physical and human support resources is primarily based on the internal report, the videos links provided, discussions with the faculty, and personal experience of EEC members. Overall, the EEC believes that University of Nicosia offers adequate resources and a wide range of services to both students and teaching staff (e.g., access to library material also online, IT infrastructure, administrative support, career services, counselling and mental health support, accommodation, and so on). In terms of human capital support, the Department and the University offer opportunities for internationally recognized research, conference attendance, research, professionals visits and seminar series. There is an adequate number of experienced and well-educated staff that supports the smooth operations of the program under evaluation.”*

### UNIC Response / Action:

We would like to thank the EEC for their positive comments and evaluation presented under this section. The Covid-19 pandemic has probably challenged even the largest multinational companies around the globe, however the University of Nicosia, with its experienced staff has supported and ensured all operations of the program and the wider University to run smoothly, with uninterrupted quality education offered throughout the pandemic.

### Strengths

*“The EEC would like to stress the following:*

- 1. Members have formed the clear impression that the leadership team of the Department is committed to providing a high-quality program in the important interface of marketing and management, and to enabling students to seek rewarding careers in the public and private sector.*
- 2. In terms of personnel and staffing, the EEC also notes the ethos and zeal of the supporting staff to recruit and educate students from diverse backgrounds and to cater to any special needs relevant for the completion of the program and launch of a career.*
- 3. From the discussion with the faculty and supporting staff, the committee noted that the Department was able to migrate teaching activities online when circumstances related to the pandemic dictated so. This is a testimony to the resilience of the university and of its people. It can also point to ways of better communication with an international body of potential students and of graduates in the future.*
- 4. The library exceeds expectations in a university environment and serves as a focal point of knowledge for students, faculty, and the broader community.”*

### **UNIC Response / Action:**

We would like to thank the EEC for their identification and appreciation of the strengths of our program presented under this section. The Department is without a doubt “*committed to providing a high-quality program in the important interface of marketing and management, and to enabling students to seek rewarding careers in the public and private sector*”. The success stories of many of our Marketing graduates, is proof that all processes in place for recruitment, education and support, reap rewards for all those involved – staff, faculty, students but also employers of our graduates.

### **Areas of improvement and recommendations**

*“No further suggestions in this part. A recommendation is for the University, as a whole, to put some effort to obtain international databases (in terms of datasets and media coverage) where the future accreditations will ask for. The School and the Department should benefit from this access in the future and be specialized into databases, statistical and econometric software related to the learning goals of the program.”*

### **UNIC Response / Action:**

We would like to thank the EEC for their suggestion under this section. As confirmed in earlier response sections, the University has licenses for Refinity, a platform that provides data that facilitate research activities.

<b>Sub-area</b>	<b>Non-compliant/ Partially Compliant/Compliant</b>
<b>5.1</b> <i>Teaching and Learning resources</i>	<i>Compliant</i>
<b>5.2</b> <i>Physical resources</i>	<i>Compliant</i>
<b>5.3</b> <i>Human support resources</i>	<i>Compliant</i>
<b>5.4</b> <i>Student support</i>	<i>Compliant</i>

### **UNIC Response / Action:**

We would like to thank the EEC for their evaluation of our program as being Compliant in all sub-areas under “Learning resources and student support” assessment.



## 1. Additional for doctoral programmes

(ALL ESG)

NOT APPLICABLE



## 7. Eligibility (Joint programme)

(ALL ESG)

NOT APPLICABLE

## B. Conclusions and final remarks

*"This BBA program Marketing Management, especially in its new incarnation with focused updates in some courses, has great potential to appeal both to Cypriot and international students interested in careers in Management and Marketing both in profit and non-profit entities. In the era following the financial/fiscal crisis in Cyprus but also due to the current pandemic, the focus of this program should be attractive to many but also needs to be communicated, locally and internationally, with targeted marketing efforts. This is achieved to a great extent by the University and the faculty/administrative members enrolled with the program."*

*The EEC has identified numerous strengths in the various sub-areas listed above and few minor issues were made concrete recommendations for specific improvements with a view to meeting these objectives. Rather than summarizing, we prefer to refer the reader to the bullet lists in the relevant sections of this report. In overall, the EEC believes that this BBA program is a very good program, within an academic institution and, for the purposes of this evaluation, that the program should be considered COMPLIANT in all the areas."*

### UNIC Response / Action:

Based on the feedback received, the EEC has evaluated our BBA in Marketing Management program very positively and as being Compliant in all areas assessed.

We would like to thank the EEC once again for presenting us with valuable independent perspectives on our program, that have assisted us in providing additional information. We would like to state our solid commitment to work towards improving our offering even further, closely following current trends and needs of students, abiding by educational frameworks and strict quality measures, with an aim to be a program and University of first choice for students locally and internationally.

We are looking forward to the accreditation of our program so that we can continue to offer high quality education to our students, contribute to society with top tier graduates, and strengthen even further the image and reputation of Cyprus as a world-class higher education destination.



### C. Higher Education Institution academic representatives

Name	Position	Signature
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	
Prof. Angelika Kokkinaki	Dean, School of Business	
Dr. Yioula Melanthiou	Head, Department of Marketing / Program Coordinator	
Click to enter Name	Click to enter Position	

**Date:** Click to enter date

