Doc. 300.1.2

Date: 04/08/2025

Higher Education Institution's Response

- **Higher Education Institution:**
  National & Kapodistrian University of Athens Cyprus Branch

- **Town: Nicosia**

- **Programme of study**
  Business Administration (4 Years, 240 ECTS, A Cycle Bachelor)

  In Greek:

  Διοίκηση Επιχειρήσεων

  In English:

   Business Administration

- **Language(s) of instruction: Greek**

- **Programme's status:** New

- **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 2021 [L.136(I)/2015 – L.132(I)/2021].

ΔΙΠΑΕ
CYQAA
ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

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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 300.1.1/1 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. The answers' documentation should be brief and accurate and supported by the relevant documentation. Referral to annexes should be made only when necessary.*

- *In particular, under each assessment area and by using the 2nd column of each table, the HEI must respond on the following:*

  - *the areas of improvement and recommendations of the EEC*
  - *the conclusions and final remarks noted by the EEC*

- *The institution should respond to the EEC comments, in the designated area next each comment. The comments of the EEC should be copied from the EEC report **without any interference** in the content.*

- *In case of annexes, those should be attached and sent on separate document(s). Each document should be in *.pdf format and named as annex1, annex2, etc.*

ΔΙΠΑΕ CYQAA

ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
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1. Study programme and study programme's design and development
(ESG 1.1, 1.2, 1.7, 1.8, 1.9)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Quality assurance system of the connection with society could be strengthened. Strengthening cooperation with external stakeholders in program evaluations is recognized as an area of improvement for the Branch.	From its inception, the Branch has embedded in its governance and academic structures mechanisms for **active societal involvement**: 1. **Local Advisory Board at Branch Level** – Comprising representatives from the labour market, professional associations, local authorities, cultural organisations, alumni, and NGOs, providing strategic advice and ensuring alignment of the Branch's mission with societal needs. 2. **Departmental Advisory Boards** – Each Department will establish its own Board, focusing on the relevance of curricula to labour market trends, fostering entrepreneurship, and strengthening sector-specific collaborations. 3. **Annual stakeholder consultations** – Through targeted questionnaires, focus groups, and thematic workshops, stakeholders will evaluate graduate skills, propose curriculum improvements, and suggest new initiatives for societal contribution. 4. **Integration into Quality Assurance** – Stakeholder feedback will feed directly into programme review and strategic planning, with a dedicated "Process 9" in the IQAS to ensure structured engagement in quality improvement cycles. 5. **Public engagement and transparency** – Annual "Quality and Society" events (building on the "Quality Days" model) will present evaluation results, societal impact reports, and planned actions to the community and partners. Beyond governance and quality assurance, the Branch's **connection with society** is grounded in: • **Historic and cultural ties** – NKUA has educated over 320,000 Cypriot graduates, shaping the country's	Choose level of compliance:

	institutions, especially in education and healthcare. • **Overwhelming public support** – According to the 2024 ALCO survey, 87% of Cypriots welcome the establishment of the Branch, and 85% recognise NKUA's prestige and historical legacy. • **Institutional partnerships** – Formal collaboration with the Archbishopric of Cyprus, municipalities, and local institutions ensures shared use of infrastructure, provision of student housing, and joint cultural and educational initiatives. • **Contribution to local development** – The Branch will boost the local economy, create employment, enhance research and innovation capacity, and promote Cyprus as an academic hub in the Eastern Mediterranean.	
The effectiveness of the quality assurance system still relies on the parent University's experiences because the Branch has no faculty, staff or students and operations have not been launched111. While the Branch currently lacks its own faculty or staff, the stakeholders involved in developing the quality policy have been those of NKUA. Strengthening cooperation with external stakeholders in program evaluations is recognized as an area of improvement by the Branch.	We acknowledge the Committee's observation under specific criterion and wish to emphasise that the NKUA Cyprus Branch has already planned measures to ensure an enhanced and structured involvement of **external stakeholders** in its quality assurance processes. Specifically: 1. **Participation in the annual internal evaluation of study programmes** – External stakeholders (e.g., employers, professional associations, public bodies) will receive **specialised questionnaires** designed to collect their assessment of the qualifications of graduates employed in their organisations. They will also be invited to provide feedback on the structure and content of the study programmes and to submit proposals for improvement. 2. **Membership in Advisory Boards** – External stakeholders will participate in the **Local Advisory Board** of the Branch, as well as in **Departmental Advisory Boards** at programme level, ensuring close alignment of curricula	Choose level of compliance:

	with labour market needs and sectoral developments. 3. **Involvement in initial and periodic external evaluations** – In line with the applicable legal framework, external stakeholders will take part in the **initial and periodic accreditation processes** of the Branch's study programmes, contributing to their relevance and quality. 4. **Integration into the Internal Quality Assurance System** – A **new dedicated process ("Process 9")** will be added to the Internal Quality Assurance System, explicitly defining the participation of external stakeholders in all relevant quality assurance procedures, from feedback collection to the formulation of improvement actions.	
It would be good if there were more opportunities for international students - like exchange programs or activities that help them feel more included and involved	The Department of Business Administration acknowledges the importance of having opportunities for international students. The Cyprus branch is committed to establish exchange programs and other activities for international students to help them feel more included and involved. We are also committed to having guest lectures by renowned academics who will give an international perspective to the programme of studies.	Choose level of compliance:
In the discussion with the NKUA students, however, they were not aware of the official procedures of raising objections on their evaluation. The established procedures for examining students' objections/disagreements on issues of student evaluation or academic ethics are effective	Enhance the communication and accessibility of established procedures for student objections and academic ethics. Consider developing simplified guides or flowcharts to illustrate the objection process clearly and designate specific staff members as readily available contact points for student inquiries to ensure students are fully informed and confident in using these procedures	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:

2. Student – centred learning, teaching and assessment
(ESG 1.3)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
It is important to maintain the strong tradition of interdisciplinarity within and across the programmes in the new Branch.	Actively foster and support interdisciplinarity by integrating cross-disciplinary modules, promoting collaborative projects between different programs, and encouraging faculty from various specializations to co-teach or contribute to interdisciplinary courses. This will ensure that the new Branch leverages its unique position to offer a holistic and forward-thinking educational experience.	Choose level of compliance:

ΔΙΠΑΕ CYQAA ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
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3. Teaching staff
(ESG 1.5)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
It is imperative that NKUA implement its recruitment teaching plans for the staffing of the Cyprus Branch.	During the first year of operation of the branch, courses will be taught by professors from the parent university, and two faculty positions will be recruited for the branch. After the second year of operation, teaching by professors from the parent university will be reduced and the number of professors (two hires per year) recruited to the branch will increase.	Choose level of compliance:

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

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
At present the EEC has no specific concerns but the Branch needs to ensure excellent systems as above.	We would like to thank the EEC report for its kind recommendation. We will ensure the creation and implementation of systems similar to the home institution not only in their structure but also in their efficiency, always taking into account the Cypriot legislative procedures.	Choose level of compliance:

5. Learning resources and student support
(ESG 1.6)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Creating a stronger student community through e.g. student clubs and alumni collaboration is recommended. The smaller student cohort lends itself to building up a strong community.	The Department of Business Administration acknowledges the importance of creating a strong student community though student clubs and alumni events and agrees that the smaller student cohort at the Cyprus branch offers an excellent opportunity for building up a strong student community. Efforts will be made to encourage the development of student clubs and alumni collaboration to strengthen the academic community and enrich student experience. It is important to note that the home department has a strong alumni cohort of Cypriot students which will be utilized to provide support and a sense of community to the branch students.	Choose level of compliance:

6. Additional for doctoral programmes
(ALL ESG)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY

7. Eligibility (Joint programme)
(ALL ESG)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY

B. Conclusions and final remarks

Conclusions and final remarks **by EEC**	Actions Taken by the Institution	For Official Use ONLY
The proposed Programme capitalizes on the existing programme delivered by the Department of Business Administration at NKUA in Athens. The Programme incorporates all the bodies of knowledge that are inherent in undergraduate programme of business administration. The faculty are enthusiastic about the prospects of the new Programme. They have an established record in research and in teaching. Facilities and resources planned for the Programme are of good standard. The planned student numbers are consistent are consistent with the numbers of faculty being recruited. The Programme has good potential for societal relevance in Cyprus and beyond. The EEC is confident that it will be a good addition to the learning landscape.	We want to thank the EEC panel for its conducting remarks and we intend to continue with enthusiasm the delivery of our programme at the Cyprus branch.	Choose level of compliance:

C.

D. Higher Education Institution academic representatives

Name	Position	Signature
Dimitrios Thomakos	Head, Department of Business Administration, NKUA	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	

Date: Click to enter date