Doc. 300.1.3

Date: 21st March 2024

Feedback Report from EEC Experts

- **Higher Education Institution:**
  Neapolis University Pafos

- **Town:** Pafos

- **School/Faculty:** School of Economics, Business and Computer Sciences

- **Department:** Department of Economics and Business

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

  In Greek:

  Διοίκηση Τουριστικών Επιχειρήσεων (1.5 ακαδημαϊκά έτη, 90 ECTS, Μεταπτυχιακό)

  In English:

  Business Administration in Tourism (1.5 academic years, 90 ECTS, Master- MBA in Tourism)

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

- **Programme's status:** Currently Operating

- **Concentrations (if any):**

  In Greek: Concentrations
  In English: Concentrations

A. External Evaluation Committee (EEC)

Name	Position	University
Adele Ladkin	Professor, EEC Chairperson	Bournemouth University, UK
Nevenka Čavlek	Professor, EEC Member	University of Zagreb, Croatia
Irini Dimou	Professor, EEC Member	Hellenic Mediterranean University, Greece
Emilia Shelegeda	Student, EEC Member	Cyprus University of Technology, Cyprus

B. Guidelines on content and structure of the report

The EEC based on the external evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) and the Higher Education Institution's response (Doc.300.1.2), must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.
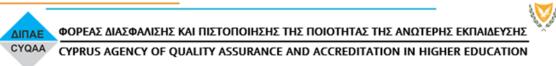
ΔΙΠΑΕ CYQAA
ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

eqar///// enqa.

1. **Study programme and study programme's design and development**
   (*ESG 1.1, 1.2, 1.7, 1.8, 1.9*)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
The EEC recommends that all study guides be revised to be **accurate** and current even though the course is not currently operating.	All study guides have been revised. Please see the document "07.14.281.012_200_1_application_accreditation_evaluation_en Conventional Revised"- SEE ANNEX 4	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.
The EEC recommends the evaluation of student satisfaction of the programme as a whole at the end of their studies,	NUP has taken into consideration the proposal of EEC and proceeded to the following changes: The Committee of Internal Quality Assurance will discuss the proposal of the EEC and will review possible questionnaires in order to measure student satisfaction of the programme at the end of their studies. a) the questionnaire will be sent to Heads of Departments for proposals and recommendations. b) the final questionnaire will be approved by the Committee of Internal Quality Assurance and the Senate. c) the questionnaire will be uploaded on Moodle to be answered by students at the end of their studies.	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.
The EEC recommends as appropriate, revise the course learning outcomes to be consistent with the programme learning outcomes,	The course learning outcomes have been revised. Please see the document "07.14.281.012_200_1_application_accreditation_evaluation_en Conventional Revised"-SEE ANNEX 4	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.
The EEC recommends courses need to be reviewed for content and level of study to correspond to post graduate level,	The courses have been reviewed and revised in terms of contents and learning outcomes. Please see the document "07.14.281.012_200_1_application_accreditation_evaluation_en Conventional Revised"-SEE ANNEX 4	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.
The EEC recommends ensure the	NUP has taken into consideration the recommendation of the EEC and thus the Academic Council following the desk research results	

relevance of the courses offered, using regular market analysis and stakeholder involvement	(competitor analysis and market needs analysis) and the recommendations of the Advisory Board proceeded to: -Revise the coursework of the DMBA561, DMBA500 and DMBA580 courses in order to make them more relevant to the tourism sector. -Add the elective courses **MBA584 Entrepreneurship and Innovation and DM515 Digital Marketing** in order to better meet the needs of the sector. The aforementioned process (market analysis and Board Discussion) will be followed at the end of each academic year in order for course's content to be reviewed on an ongoing basis. Regarding the structure of the program, it will be reviewed every five years as required by the Cyprus Organization for Quality Assurance and Accreditation in Higher Education.-SEE ANNEXES 1 AND 2	The EEC is *partially* satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations. The EEC notes the inclusion of the two new elective courses, which have tourism specific ILO's and tourism texts in the reading lists. We recommend that the weekly lecture schedules and examples/case studies used, reflect the nuisances of the tourism sector going forward.
The EEC recommends due to the heavy workload, re-consider the total workload of the students across the courses in terms of assessment strategies and deadlines.	DONE BY NUP: The level of workload is adjusted following the guidelines of the Cyprus Organization for Quality Assurance and Accreditation in Higher Education. The program is also offered on a *part-time basis* and students are free to decide what is feasible for them.	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.
The EEC recommends where possible to include reading specifically in relation to tourism as part of the four generic MBA courses,	The content, literature and interactive activities of the DMBA561, DMBA500 and DMBA580 courses have been adapted to make them more relevant to the tourism sector. Please see the document Annex 4 **"07.14.281.012_200_1_application_accreditation_ evaluation_en Conventional Revised,** but also **the detailed study guides of the courses that are available for the Distance Annex1** MBA in tourism.-SEE ANNEXES 1 AND 4	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.
The EEC recommends consider ways to internationalise the programme to foster a multi-cultural environment and give exposure to international tourism business environment. For example, organising online or face to face guest lectures	Guest lectures and online panel discussions are organized every year to enhance students' practical and theoretical skills. In the folder entitled "Events-Actions" you can find detailed information on the actions carried out during the academic years 22-23 and 23-24 in this direction. In the same vein, the MBA in Tourism co-organized in cooperation with ACI the 6th international conference in tourism research where students were welcome to attend and present their dissertations. You can find details here https://www.nup.ac.cy/news/final-call-papers-ictr-2023/	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.

from scholars and industry, perhaps capitalising on the departments international partnerships,	Moreover, our department cooperates closely with our visiting professors and research fellows. Bellow you can find some indicative CVs of them as they appear on the department's website: https://www.nup.ac.cy/faculty/andreas-walmsley/ https://www.nup.ac.cy/faculty/christopher-moon/ https://www.nup.ac.cy/faculty/nikolaos-apostolopoulos/ It is the intention of both Neapolis Paphos University and the MBA in Tourism Programme to continue working on the internationalization of the program through the organization of conferences and guest lectures but also by expanding the network of visiting professors and research fellows.-SEE ANNEX 3	
The EEC recommends undertake a competitor analysis to assess the feasibility and sustainability of the programme.	**The Cyprus University of Technology** offers the MSc in International Tourism and Hospitality Management with compulsory courses: • Human Resources and Organizational Behavior • Financial Analysis and Decisions • Strategic Management of Hospitality Businesses • Principles of Entrepreneurship • Strategic marketing • Research Methods And Elective Courses • Casino Units Management • Quality Management in the Hotel and Tourism Industry • Business Analysis and Logistics in the Hotel and Tourism Industry • Tourism Organization and Development • Sustainability and Alternative Forms of Tourism • Event Tourism Management • Revenue Management • Digital Marketing in the Hotel and Tourism Industry • Electronic Business and Information Systems in the Hospitality and Tourism Industry • Management and Development of Start-ups and Small and Medium Enterprises It is observed that the compulsory courses have covered the wider field of business administration without being specialized in the field of tourism. Specialization and in-depth study in the field of tourism is achieved through elective courses. **University of Nicosia** offers an undergraduate degree in Hospitality Management but it does not offer any Undergraduate degree related to tourism.	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.

| | | Although the EU tourism industry accounted for 9.2% of EU GDP and 9.9% of total employment (37.8 million employees) in 2019 (WTTC 2022), only one out of the five Cypriot Universities offer a Undergraduate degree in tourism management. | |

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

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
The EEC recommends consider offering electives to increase the options for students	Taking into consideration the EEC's recommendation and the following electives will be offered: -MBA584 Entrepreneurship and Innovation -DM515 Digital Marketing The following elective courses are proposed by the Academic Council of the Department due to the lack of entrepreneurial and digital skills of employees and SMEs in the tourism sector in Greece, Cyprus and the EU (OECD 2021, MINTOUR 2023).-SEE ANNEX 1	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.
The EEC recommends communicate the meaning of soft skills to students	-Guest lectures and panel discussion related to the importance of soft skills in tourism were organized by the MBA in Tourism. We will follow the same practice in the future. -NUP's Distance learning philosophy aims in student-centered active learning, assessment in real-life-like activities and 21st century skills development. For this reason the NUP's Distance Learning Unit follows the backward design model. Firstly, we identify the anticipated Learning Outcomes (L.O) based on Blooms taxonomy and in accordance with the European Qualification Framework (EQF). Then, to ensure the achievement of the Learning Outcomes, we proceed to the design of the assessment criteria (summative and formative). Based on the above we design the corresponding interactive activities within the courses. The type of the formulated interactive activities aim at developing soft skills such as: teamwork through group activities, presentation and communication skills through presentation activities and forums, digital and technology skills through the use o digital tools (LMS, MS office tools, Professional applications/programs), problem solving and critical thinking skills through case study activities, assessment skills through peer assessment, adaptability through simulations etc.	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.

	The above is initially communicated to students in special presentations regarding the distance learning process, during the induction days at Neapolis University Pafos. **The previous mentioned seminars <u>are always organized</u> before the beginning of each semester for the entire student community**. Also, and more concretely for each course individually, the information about the soft skills that students are about to acquire is provided by the tutors during the preparatory week (**Week 0**), where the content and general objectives of the course are presented. In addition, each activity is followed by the corresponding rubric, which explains to the student the criteria for his/her assessment. Among them, the skills acquired and the level of their development during the process of solving/developing the activity are indicated. Finally, students of Neapolis University in Paphos can be further informed about issues related to their academic development through individual counselling sessions with their personal mentor. The above is all outlined in detail within the Study Guides of each Course of the Programme.	
The EEC recommends harmonise the programme learning outcomes with the course learning outcomes, paying specifically attention to the course content that do not reflect contemporary issues in tourism studies,	The course learning outcomes have been revised. Please see the document Annex 4 **"07.14.281.012_200_1_application_accreditation_evaluation_en Conventional Revised"**	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.
The EEC recommends update bibliographies which are outdated.	**Bibliographies have been updated., see Annex 1 , Revised Study Guides**	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.

ΔΙΠΑΕ CYQAA

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

eqar//// enqa.

3. Teaching staff
(ESG 1.5)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and Recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
The EEC recommends staff be encouraged to publish in peer-reviewed academic high quality open access journals	Based on our research policy: **Academic Freedom and Duty to Publish:** Academic community members have the right to academic freedom and are expected to carry out primary research and publish their findings. This includes publishing in both open and closed access in Scopus-indexed international scientific journals and in international conferences and workshops with proceedings. **Incentives for Publishing**: Faculty members who publish more than three articles in international journals or conferences included in the Scopus database are rewarded with a reduction of up to three hours from their weekly teaching obligations. Additionally, the university encourages its researchers to publish on open-access platforms and supports various open-access publishing strategies. This Open Access Policy considers any legal provisions and other NUP researchers' publication traditions. **Support for Open Access Publishing:** The policy ensures that NUP researchers' free choice of publishing media remains unaffected. The goal is to include a full-text version of all NUP academic publications in the university's institutional repository, HEPHAESTUS, provided there are no legal obstacles. The university also suggests that its researchers preserve any exploitation rights for secondary publication in an open-access format and offers financial and infrastructural support for publishing work digitally in open-access formats. These policies and incentives demonstrate the university's commitment to promoting research publication in high-quality, open access journals, and providing necessary support and rewards for such endeavors.	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.

	Additionally, based on our Progression Policy. - Lecturers, after three years of experience and 5 original Scopus Indexed publications, may apply for promotion, to the rank of Assistant Professor. The progression of the review of the application is through the establishment of a University Promotion Committee (stage 2 as presented in the recruitment process). - Assistant Professors are eligible to apply for promotion to the rank of Associate Professor after a minimum of four years of experience at Neapolis Paphos University and 6 original Scopus Indexed publications. - Associate Professors can apply for promotion, to the rank of Professor, after 4 years of experience at Neapolis University in Paphos and 6 original Scopus Indexed publications	
The EEC recommends encourage visiting staff to the department for both research and teaching purposes.	**Code of Conduct for Research:** The Research Policy outlines that the Code of Conduct for Research applies to all research activities, including those conducted by visiting academics and specialists. This inclusion signifies the university's dedication to integrating visiting staff in research activities and ensuring adherence to ethical standards and quality. **Financial Support for Publication Expenses:** Each department annually budgets an amount specifically to cover the publication expenses of visiting staff. This financial commitment underscores the university's support for the research endeavors of visiting professors and specialists, facilitating their active participation in academic publishing. **Significant Contribution of Visiting Professors**: It is noteworthy that more than 25% of the university's publications on Scopus are attributed to visiting professors. This statistic highlights the substantial impact and contribution of visiting staff to the university's research output. The fact that all their expenses have been covered by the university further emphasizes the	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.

ΔΙΠΑΕ
CYQAA

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

eqar//// enqa.

| | institution's investment in fostering a robust research environment.

Involvement in Extra-Curricular Teaching Activities: Over 50% of extra-curricular teaching activities are conducted by visiting professors. This significant involvement in teaching beyond the standard curriculum reflects the diverse educational opportunities provided to students and the active role of visiting staff in enhancing the learning experience. | |

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

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
The EEC recommends students could be enrolled from different backgrounds and clear policies should be in place to ensure they are assisted in bridging gaps in skills and knowledge	Candidates from different backgrounds are accepted, if the report that expresses and justifies their interest in the Programme of study justifies their application. Then the Programme coordinator in cooperation with Admissions Committee decides on the preparatory seminars, that will be offered and student has to attend before or during the course.	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.
The EEC recommends to encourage applications from a broader geographical area.	Neapolis University Pafos has been always targeting the international market to recruit students from various regions. Over the last 3 years, we have run digital campaigns all over the world and generated thousands of leads from almost every single country, specifically 185 countries. We also cooperate with more than 30 international agents covering most of the regions. In addition, we are currently attending a number of exhibitions, open days and school visits in MENA in an effort to recruit students from the region. Finally, we pursue partnerships with foreign universities with the aim to transfer students to our campus through progression agreements.	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.

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

eqar/// enqa.

5. Learning resources and student support
(*ESG 1.6*)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
to facilitate more computer laboratory and social spaces if student numbers grow	New Additions regarding the spaces, infrastructures and technical equipment are ready to operate from Spring semester, as: Classrooms / Amphitheater / Labs: T1 (Keryneia): 145m2, 119 seats T2 (Ammochostos): 130m2, 70 seats Amphitheater (T1 + T2 together): 275m2, 215 seats iLab: 87m2, **40 lab seats** AiLab: 82m2, **40 lab seats** Robotics Lab: 101m2, **50 lab seats**	The EEC is satisfied the action taken by the institution is sufficient and in line with the EEC's recommendations.

6. Additional for doctoral programmes
(ALL ESG)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response

NOT APPLICABLE

7. Eligibility (Joint programmes)
(ALL ESG)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response

NOT APPLICABLE

C. Conclusions and final remarks

The EEC must provide final conclusions and remarks, with emphasis on the correspondence with the EQF.

EEC's final conclusions and remarks

Conclusions and final remarks by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
The EEC was disappointed with the quality of the submitted application and documentation for the conventional programme. There were many inconsistences in the program description, curriculum design and also mixing up their data with the data of Civil Engineering department. The whole program needs a thorough rewriting and updating. The EEC notes that improvements should be made to establish the sustainability and competitive advantage of the proposed programme over the coming years, considering recent developments in the area. The department should take into serious consideration the recommendations made throughout the report. The EEC would like to thank all involved in the evaluation for the high engagement throughout the evaluation process - and for providing the set of supporting documents before and during the site visit. We would like to express our gratitude to Mrs Emily Alexandridou for organising and facilitating the evaluation process.	Let us first express our satisfaction for the productive comments of the EEC, as well as the important specific suggestions and recommendations. Since, it is our belief and principle that there is always room of improving the quality of the University and the said Programme as well, we enclosed in our response the Annexes 1,2,3 in order to fully satisfy and respond to the EEC suggestions and recommendations, made throughout the report. Furthermore, in the Annex 4, we proceeded in the revision and update of the application in order to include all the important detailed information describing the Programme.	Thank you for your responses and for the material the have been provided. The EEC in general is satisfied the actions taken by the institution is sufficient and in line with the EEC's recommendations. The EEC has made recommendations in one area which may assist the long term sustainability of the programme.

D. Signatures of the EEC

Name	Signature
Professor Dr Adele Ladkin, Chairperson, EEC	
Professor Dr Nevenka Čavlek, Member, EEC	
Professor Dr Irini Dimou, Member, EEC	
Emilia Shelegeda, Member, EEC	

Date: 21st March 2024