

Decision of the FIBAA Accreditation Committee for Programmes



107th Meeting on 6 July 2018

Project Number: 17/074

Higher Education Institution: City University

Location: Tripoli, Lebanon

Study Programme: Business Administration (Bachelor of Business Administration)

Type of Accreditation initial Accreditation

The FIBAA Accreditation Committee for Programmes has taken the following decisions:

According to § 12 (2) in conjunction with § 16 (1) of the “Special Conditions for awarding the FIBAA Quality Seal for Programme Accreditation “FIBAA Programme Accreditation””, the study programme is accredited.

Period of Accreditation: 6 July 2018 until 5 July 2023

The FIBAA Quality Seal is awarded.

Assessment Report

Higher Education Institution (HEI):

City University, Tripoli, Lebanon

Bachelor study programme:

Business Administration

Qualification awarded on completion:

Bachelor of Business Administration

General Information on the study programme

Brief description of the study programme: The programme aims

- to prepare students at various majors of business administration to manage the business entities inside and outside Lebanon,
 - to develop students' abilities to think critically and creatively and broaden their horizons to meet the needs of the future business markets,
 - to encourage the integration process between the local community and the faculty,
 - to bridge the gap between the academic and the business sectors.
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Type of study programme:

Bachelor programme

Projected study time and number of ECTS points assigned to the study programme:

3 years (99 American credit hours)

Mode of study:

Full time

Didactic approach:

Study programme with obligatory class attendance

Double/Joint Degree programme:

no

Scope (planned number of parallel classes) and enrolment capacity:

1 class; enrolment capacity at least 40

Programme cycle starts in:

Fall, spring and summer

Initial start of the programme:

Fall 2003

Type of accreditation:

Initial accreditation

Procedure

A contract for the initial accreditation of the Business Administration Programme (Bachelor of Business Administration) was made between FIBAA and Al-Manar University of Tripoli, now renamed as City University, on 17th of May, 2017. On 8th of January, 2018, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further supporting documents in order to prove that the criteria for programme accreditation were met.

At the same time, FIBAA appointed a review panel. The HEI agreed with the chosen experts. The panel consisted of:

Prof. Dr. Ottmar Schneck

SRH Fernhochschule The Mobile University

Professor of Business Administration, focus on Finance, Banking, Risk Management, Rating
Since 2016 Rector

Prof. Dr. Vera de Hesselle

University of Applied Sciences Bremen, School of Management

Professor of Tax Law, Business Law and Business Mediation

Chair of the Examination Committee overseeing 13-degree programmes

Heinrich Cevajka , Dipl.-Wirtschaftsing. (FH)

SAP Deutschland SE & Co. KG

SAP Cloud Managed Services

Security Officer Cloud Services Contracting, HR Management,

Dr. Jamal Maalouf Lebanese American University

Assistant Professor of Management, focus on Strategic Management, Entrepreneurship and International Business

Member of the Adnan Kassar School of Business (AKSOB) Accreditation Steering Committee

Christoph Back

Leuphana Universität Lüneburg

Student in Business Administration (B.A.); E-Business (minor)

FIBAA project manager:

Dr. Heinz-Ulrich Schmidt

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and an on-site visit. The on-site visit took place on 18th/19th of April, 2018, at the HEI's premises in Tripoli, Lebanon. Upon the completion of the on-site visit, the panel gave a short feedback on its first impressions to representatives of the HEI.

The assessment report was delivered to the HEI for comment on 22nd of May, 2018. The statement on the report was given up on 28th of May, 2018. It has been taken into account in the report on hand.

Summary

The Business Administration programme offered by the City University, Tripoli, fulfils the FIBAA quality requirements for bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting the 6th of July, 2018, and ending on 5th of July, 2023. The programme is in accordance with the national requirements and the FIBAA standards which are oriented towards the European Qualifications Framework and the European Standards and Guidelines.

The panel members identified several areas where the programme could be further developed: The Faculty of Business Administration (FBA) should

- explain the strategic plan of CU in writing (see Chapter 1.3),
- implement the rule that in case FBA does not accept the achieved learning outcomes of a student, FBA has to prove that the achieved learning outcomes are substantially different from the learning outcomes of the corresponding FBA course (see Chapter 3.1),
- describe the orally presented didactic approach additionally in writing (see Chapter 3.3),
- further develop the agreements regarding cooperation with other HEIs in order to make more visible that the cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme (see Chapter 4.3),
- improve and increase the number of databases (see Chapter 4.4),

The measures that the HEI takes in order to implement the recommendations of the panel members are to be considered during the re-accreditation.

There are several criteria in which the programme exceeds the quality requirements:

- Admission requirements (see Chapter 2.1)
- Counselling for prospective students (see Chapter 2.2)
- Integration of theory and practice (see Chapter 3.1),
- Foreign language contents (see Chapter 3.4)
- Programme description (see Chapter 5.3).

For the overall assessment of the programme, please, refer to the quality profile at the end of this report.

Information

Information on the Institution

The former Al-Manar University of Tripoli recently changed its name into City University in order to avoid misunderstandings and confusion with regard to a national TV channel named Al-Manar. City University (CITYU) is an institution for higher education adopting the American credit hour system and dedicated to serve Tripoli, Lebanon and the Arab World by promoting quality of education. According to CITYU, it seeks to graduate students who are ethical, highly proficient and productive, responsible members of society, and who can take action, think globally and advocate the awareness of a healthy society and environment. CITYU also fosters the spirit of liberal education, cultural exchange, democratic means of communication, advancement of knowledge, development of critical thinking and community service.

CU is operating academically in eight independent faculties, namely:

- 1) Faculty of Architecture and Design (FAD)
- 2) Faculty of Arts & Human Sciences (FAHS)
- 3) Faculty of Business Administration (FBA)
- 4) Faculty of Engineering and Information Technology (FEIT)
- 5) Faculty of Public Health (FPH)
- 6) Faculty of Tourism (FTOUR)
- 7) Faculty of Science (FS)
- 8) Faculty of Agriculture (FAGR)

These faculties offer undergraduate studies and degrees as well as an MBA programme.

CU also offers Special Programmes such as:

- the Intensive English Programme (IEP)
- Various international certification courses such as: Cisco and IATA Courses.

CU objectives are

- to offer higher and quality education and research comparable to international standards, satisfying students' and society's needs for qualified knowledge,
- to graduate students who can easily meet the market needs and challenges,
- to promote the interaction between higher education institutes and the private sectors of industry and business by holding seminars, symposia and workshops to train students in the business field while simultaneously continuing their studies,
- to contribute to the academic, economic and social development of North Lebanon in particular and Lebanon in general.

Currently, there are about 900 students enrolled in CITYU, among them 110 in Faculty of Business Administration.

Further development of the programme, statistical data and evaluation results

The programme started in 2003 and has until now regularly been modified according to the market needs, identified by feedback of employers and alumni as evidenced during the on-site visit.

Statistics concerning:

- student success rate: almost 100%, due to the highly selective admission procedure
- average length of study: on average 5-6 semesters, as evidenced during the on-site visit
- number of first year students on average: 122
- number of foreign participants on average: 5

Appraisal

The curriculum is designed as a dynamic process since it reflects the market needs and job requirements. That is why FBA reviews the curriculum periodically in order to match the market needs. In such a process, FBA replaced a course with another course or modified the requirements of other courses to cope with the market changes. Such modifications to the curriculum enhance the students' employability chances in the labour market. The up-to-date programme enhances the students' skills and competencies and exposes them to the real work environment and improves their chances of finding appropriate jobs.

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme (Asterisk-Criterion)

Objectives of the Business Administration programme are:

- to prepare students at various majors of Business Administration to manage the business entities inside and outside Lebanon,
- to develop students' ability to think critically and creatively and broaden their horizon to meet the ever-challenging needs of the future business markets,
- to encourage the integration process between the local community and the university,
- to bridge the gap between the academic and the business sectors,
- to extend training and consulting services to the business community within the context of continuous education purposes.

Appraisal:

Target group of the programme - as clearly turned out during the on-site visit - is the middle and lower middle class. The Faculty of Business Administration (FBA) takes pride in offering opportunities of academic education in particular to those, who are educationally disadvantaged. The programme evidences the social mission and responsibility of the HEI.

The qualification objectives of the programme are explained and convincingly presented in relation to the target group, targeted professional field and societal context of the discipline. They embrace academic proficiency, comprehensive employability as well as the development of the individual student's personality.

The subject-specific and generic qualification objectives and skills to be acquired correspond well with the aspired bachelor level at graduation. They take into account the requirements of respective national "Quality Standards and Guidelines".

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.1*	Objectives of the study programme (Asterisk Criterion)			X		

1.2 International orientation of the study programme design (Asterisk Criterion)

The study programme design reflects international orientation in several modules, as evidenced in the syllabus. The teaching language is English. The FBA aims to meet the need not only at the national market level, but also at the international market level, particularly in the Gulf region. Many of the graduates are working in foreign countries.

Appraisal:

The programme ensures internationality in teaching as well as with regard to graduates' employability, in particular through English as the teaching language. In the panel's opinion, the programme equips graduates with the skills needed to perform the tasks required in an international environment by means of targeted knowledge and skills' development.

The programme design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		

1.3 Positioning of the study programme

According to FBA, the BBA provides quality of education that builds up the intellect and develops qualifications that satisfy research and creative development and address the requirements of the local market as well as the markets abroad. Prior to establishing the Business Administration Programme, the faculty had taken into consideration the market needs and the availability of jobs. The Business Administration Programme has been tailored with a variety of seven majors which satisfy the national market as well as the international one. The programme entitles the student to choose his/her specialty such as: Accounting, Management, Economics, Human Resources, Management Information System, Finance, and Islamic Banking and Finance. According to FBA, the curriculum is built up on several categories such as: University requirements, Faculty Requirements, Business Core courses, Major Courses, and Major Elective Courses. Such combination of courses distinguishes BBA graduate from other universities which offer such programme. The BBA programme has certain courses which shape the students' business profile and make them successful in the labor market. Such skills are not offered in other universities. The BBA programme offers the chance for hands on training during summer semester. Other feature for the programme which distinguishes FBA from others is that the students have to prepare a senior seminar before graduation. The seminar must tackle their majors.

Attractive for students are in addition the comparably low tuition fees (please see below chapter 4.6).

According to CITYU's President's statement during the on-site visit, the Faculty of Business Administration acts as an integral part of the HEI, which teaches Business Administration majors. It is "the best of the CITYU's faculties". Such strategy enables the enrolled students to move easily from one institution to another one without losing any credits.

Appraisal:

The courses have been designed and kept up-to date to meet the industry state-of-art needs nationally and internationally. Such study plan enhances the graduate chances of obtaining the right job and having the competitive edge in the local and international job market. The profile elements describing the positioning of this study programme in the educational market are plausible. The arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented.

The future fields of employment for graduates are plausibly set forth. CITYU has analysed job markets and opportunities for the BBA students according to the different majors (please see detailed information in chapter 3.1). In case of a really systematic approach of analysing the labour market's needs the appraisal could have been improved.

The study programme is convincingly integrated into the HEI's overall strategic concept. The study programme's qualification goals are in line with the HEI's mission and strategic planning. The Dean convincingly pointed out, agreed by the President, that strategic plan is always "quality first"; no concessions in favour of quantity. The experts recommend to explain the strategic plan of CITYU in writing.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)			X		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		

2. Admission

Admission Requirements for the Bachelor of Business Administration Programme are:

- Lebanese Baccalaureate or its equivalent.
- English Language proficiency or its equivalent (TOEFL, ILETS, CITYU English entrance exam, etc.) e.g. 500 and above score in TOEFL, and its equivalent score in IELTS; otherwise, the prospective student needs to enroll in the Intensive English Program (IEP) at CITYU (see above).
- Personal structured interview (focused on the applicant's wish of study, his/her choice of the FBA programme, intentions to study and the future prospects).

Admission Requirements and Procedures in detail:

The Admissions Committee will compile a dossier of documents to be considered for student's application to the university. To complete the dossier, applicants must submit all the following:

- An official application to join the university programmes
- Two recent passport-size photographs
- A photocopy of the identity card or passport
- A certified copy of the Lebanese Baccalaureate Certificate or its equivalent
- A report and recommendation from each of the schools attended during the past three years
- The English Entrance (or placement) Examination (EEE) result
- An English Entrance (or placement) Examination fee of L.L. 50,000
- An application fee of L.L. 40,000
- The applicants file must be fully completed before the date announced by the Admission Office. Incomplete applications will not be considered by the Committee.
- The application is valid only for the academic year to which the applicant is applying.

The Admissions Committee will inform the applicant of its decision in writing.

Admission policy:

- Applicants to the Sophomore Class must hold the Lebanese Baccalaureate or its equivalent. The university receives applications on dates announced by the Admissions Office. Applications are processed three times a year, for the Fall, Spring and Summer semesters.
- The Admissions Office provides notification of the time and place of the required entrance examinations.

Probational admission:

- Applicants who do not meet university admission requirements may be granted conditional admission upon the recommendation of the Admissions Committee. This acceptance continues until the end of the first regular semester. The condition is removed when university admission requirements have been fully met.

CITYU provides a help desk to explain to potential students the programmes offered by the various faculties in general and the Faculty of Business Administration in particular. It provides prospective students with all relevant documents which answer all their queries and provide them with the proper information all the time (personal contacts in office, via mail and/or by telephone). This is in addition to the information provided by the website and the incoming calls. All new students are subject to an orientation programme which usually takes place at the beginning of every semester. Student's Affairs Office is also available to answer and help new students in their enrollment to the university.

FBA usually recruits students based on the faculty admission terms. Perspective students who accurately meet the set terms will be admitted. Conditional admission will be granted also in certain conditions such as whenever a student fails one of the admission's requirements. Such policy will be valid only for the first semester in order for the student to satisfy the unsatisfied requirement.

Appraisal:

The clearly described and transparent admission procedure serves as evidence that the philosophy "Quality first" has been really applied from the beginning. In order to reduce the number of dropouts and in order to ensure opportunities to pass successfully the final exams, the admission procedure is consequently performed and consistently oriented towards quality culture criteria.

The admission requirements are defined and comprehensible. The national requirements are presented and taken into account. Additionally, the admission requirements are oriented towards the strategic goals of the study programme

Applicants can directly turn to a student counselling service or the helpdesk at the university, for clarification of specific questions, of personal aptitude, of career perspectives etc..The FBA ensures a constant availability for prospective students and reacts quickly to incoming enquiries. The counselling options are based on the target group's needs.

The admission requirements (required language proficiency level or required result in a concrete language test) or preparatory language courses ensure that students are able to successfully complete the study programme (courses, additional literature, utilisation of counselling services and extracurricular activities). The admission procedure is described, documented, and accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
2.1*	Admission requirements (Asterisk Criterion)		X			
2.2	Counselling for prospective students		X			
2.3*	Selection procedure (if relevant)					X
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		

3. Contents, structure and didactical concept of the programme

3.1 Contents

The curriculum comprises of 99 credit hours, and - based on state regulations - is divided into the following sections:

- 15 credit hours as university requirements (first semester)
- 21 credit hours as faculty requirements (second and third semester)
- 33 credit hours as core courses (third and fifth semester)
- 18 credit hours to serve the student's chosen major (fifth and sixth semester)
- 9 credit hours as major electives from other majors in the Faculty of Business Administration (fifth and sixth semester)
- 3 credit hours for student's training in the local market (regularly in summer semester).

The training course (one to three months, depending on the firm's offer) requires the student to join a local firm in order to enhance his/her skills and see how things are implemented and get involved in the work environment.

The university requirement courses are designed to bridge the gap between the high school and the university. Upon the completion of such courses, the students will be ready to handle the university educational process.

The business core courses are general common courses for all the students to equip them with the general business skills required for any prospective business graduate. The business principle core courses ease the student's decision on choosing his/her major. The business major courses will be different depending on the students' chosen major such as management courses, marketing courses, accounting courses, finance courses, economics courses, management information courses and Islamic banking and finance courses.

To complete successfully means obtaining a minimum of an overall GPA of 2.0 out of 4.5 (see below).

University Requirements

Course#	Course Name	CR
ARAB 201	Introduction to Arabic Language	3
COMP201	Computer Applications	3
ENG 201	Academic English	3
CS 201	Cultural Studies I	3
GHN 201	General Health & Nutrition	3
Subtotal		15

DEPARTMENT Requirements

Course#	Course Name	CR
MATH 201	Math for Business	3
STAT 201	Statistics for Business	3
PSY 201	Psychology	3
SOC 201	Sociology	3
ENG 202	Advanced Academic English	3
PDS 201	Personal Development Skills	3
CS 202	Cultural Studies II	3
Subtotal		21

CORE COURSES

Course#	Course Name	CR
MGT 201	Principles of Management	3
ACC 201	Principles of Accounting	3
MRK 201	Principles of Marketing	3
FIN 201	Principles of Finance	3
ECO 201	Microeconomics	3
ECO 202	Macroeconomics	3
ENG 210	Business Communication	3
BUSL 301	Business Law	3
MGT 302	International Business	3
MGT 303	Human Resources Management	3
POM 401	Production Operation Management	3
Subtotal		33

According to FBA, the BBA curriculum includes a Training course of 3 American credit hours (see below). The training course requires the student to join a local firm in order to enhance his/her skills and see how things are implemented and get involved in the work environment. The Training course is usually conducted during summer semester. At the end of their training programme, students get evaluated by the respective organisation and accordingly they receive their training grade which is a programme requirement and a graduation requirement. Prior to sending the candidates to the organisations, FBA communicates with the responsible personnel in order to receive the candidates in the training programmes. Such process is completed through correspondence. After the prospective student completes his/her training, the organisation fills out an evaluation form and sends it back to the faculty. Accordingly, the student will be graded.

BBA with a specialisation in Management

According to FBA, the bachelor degree of Business Administration with a specialisation in Management is aiming at enabling students to successfully manage a business and make sound business decisions under conditions of uncertainty. It also acts on developing critical skills which enhances the students' ability to communicate effectively.

MANAGEMENT MAJOR COURSES

Course#	Course Name	CR
MGT 408	Total Quality Management	3
MGT 405	Organisational Behavior	3
MGT 406	Management Policy & Strategy	3
MGT 407	Program Management	3
ITC 218	Business Computing Applications	3
SEM 401	Senior Seminar	3
Subtotal		18

ELECTIVE COURSES (see below)

Course#	Course Name	CR
Students have to take 3 major elective courses from the BBA Major Courses		

Subtotal	9
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BBA with a specialisation in Accounting

According to FBA, the Bachelor degree of Business Administration with a specialisation in Accounting is designed to provide state-of-art accounting educational programme. The programme supports services that attract potential students from various sectors of the society to graduate students who will be productive and successful in their careers. The bachelor degree of Business Administration with a concentration in Accounting is structured to prepare graduates for careers in diverse accounting posts. The programme prepares students for careers in professional accounting which enables graduates to obtain their license as a Certified Public Accountant (CPA).

ACCOUNTING MAJOR COURSES

Course#	Course Name	CR
ACC 402	Accounting System	3
ACC 403	Financial Accounting	3
ACC 405	Management Accounting	3
ACC 404	Tax Accounting	3
ACC 406	Auditing and Control	3
SEM 401	Senior Seminar	3
Subtotal		18

ELECTIVE COURSES

Course#	Course Name	CR
Students have to take 3 major elective courses from the BBA Major Courses		
Subtotal		9

BBA with a concentration in Marketing

According to FBA, the Bachelor degree of Business Administration with a specialisation in Marketing develops a solid base of knowledge and expertise in the latest marketing techniques in the world. The programme aims to develop the students' thinking process mainly how to think strategically about value and understanding of consumer behavior in fragmenting markets. The programme prepares graduates for a broad range of career avenues and has the ability to pursue a senior management career within the marketing profession.

MARKETING MAJOR COURSES

Course#	Course Name	CR
MRK 402	Sales Analysis	3
MRK 403	Distribution and Product Management	3
MRK 404	E-Commerce	3
MRK 405	Marketing Research	3
ADV 301	Advertising and Promotions	3
SEM 401	Senior Seminar	3
Subtotal		18

ELECTIVE COURSES

Course#	Course Name	CR
Students have to take 3 major elective courses from the BBA Major Courses		
Subtotal		9

BBA with a specialisation in Finance

According to FBA, the bachelor degree of Business Administration with a specialisation in Finance is designed to provide finance students with necessary skills to work for any financial company such as in the banking sector with potential jobs in the Finance Department as a Financial Analyst and he/she will be able to conduct feasibility studies for small to medium sized corporations.

FINANCE MAJOR COURSES

Course#	Course Name	CR
FIN 402	Money and Banking	3
FIN 403	Corporate Finance	3
FIN 404	Banking Organisation Management	3
FIN 405	Fundamentals of Investment	3
FEAS 406	Feasibility Study	3
SEM 401	Senior Seminar	3
Subtotal		18

ELECTIVE COURSES

Course#	Course Name	CR
Students have to take 3 major elective courses from the BBA Major Courses		
Subtotal		9

BBA with a specialisation in Economics

According to FBA, the bachelor degree of Business Administration with a specialisation in Economics is designed to provide economics students with necessary skills to work as economic analyst in banking sectors as well as central banks or specialised economical periodicals and newspapers. The economical skills provided to the students will enable them to analyse carefully and clearly any economical phenomena existing locally or internationally which gives them an edge on the other students.

ECONOMICS MAJOR COURSES

Course#	Course Name	CR
ECOA 305	Economic Analysis (Econometrics)	3
ECOD 407	Economic of Development	3
ECOM 408	Monetary Economics	3
FIN 405	Public Finance	3
ECOM 409	Managerial Economics	3
SEM 401	Senior Seminar	3
Subtotal		18

ELECTIVE COURSES

Course#	Course Name	CR
Students have to take 3 major elective courses from the BBA Major Courses		
Subtotal		9

BBA with a specialisation in Management Information System

According to FBA, the Bachelor degree of Business Administration with a specialisation in Management Information System is designed to provide students with necessary skills to analyse existing business systems and the ability to computerise them. To succeed in this mission, the student needs to be skilled in business analysis as well as system analysis and needless to say, with the programming skills.

MAJOR COURSES

Course#	Course Name	CR
ITC 218	Businesses Computing Applications	3
PROB 401	Introduction to Programming	3
PROB 402	Programming II	3
SYSB 401	System Analysis and Design	3
SYSB 402	System Implementation	3
SEM 401	Senior Seminar	3
Subtotal		18

ELECTIVE COURSES

Course#	Course Name	CR
Students have to take 3 major elective courses from the BBA Major Courses		

BBA with a specialisation in Islamic Banking and Finance

According to FBA, the availability of “Islamic banking and finance” studies at the college level offers Business Administration graduates with emphasis on Islamic banking, finance or investment to be recruited to serve Islamic institutions.

MAJOR COURSES

Course#	Course Name	CR
ISIV 402	Islamic Investment	3
FIN 303	Corporate Finance	3
ISES 401	Islamic Economic System	3
ISBO 401	Islamic Banking Operation	3
ISFN 404	Islamic Finance	3
SEM 401	Senior Seminar	3
Subtotal		18

ELECTIVE COURSES

Course#	Course Name	CR
Students have to take 3 major elective courses from the BBA Major Courses		
Subtotal		9

Majors offered require a minimum of five participants.

Following are the major courses of all majors of the BBA programme, where students can choose their 3 major elective courses:

Course#	Course Name	CR
MGT 408	Total Quality Management	3
MGT 405	Organisational Behavior	3
MGT 406	Management Policy & Strategy	3
MGT 407	Program Management	3
ITC 218	Business Computing Applications	3
SEM 401	Senior Seminar	3
MRK 402	Sales Analysis	3
MRK 403	Distribution and Product Management	3
MRK 404	E-Commerce	3
MRK 405	Marketing Research	3
ADV 301	Advertising and Promotions	3
FIN 402	Money and Banking	3

FIN 403	Corporate Finance	3
FIN 404	Banking Organisation Management	3
FIN 405	Fundamentals of Investment	3
FEAS 406	Feasibility Study	3
ACC 402	Accounting System	3
ACC 403	Financial Accounting	3
ACC 405	Management Accounting	3
ACC 404	Tax Accounting	3
ACC 406	Auditing and Control	3
EOA 305	Economic Analysis (Econometrics)	3
ECOD 407	Economic of Development	3
ECOM 408	Monetary Economics	3
FIN 405	Public Finance	3
ECOM 409	Managerial Economics	3
ISIV 402	Islamic Investment	3
FIN 303	Corporate Finance	3
ISES 401	Islamic Economic System	3
ISBO 401	Islamic Banking Operation	3
ISFN 404	Islamic Finance	3
ITC 218	Businesses Computing Applications	3
PROB 401	Introduction to Programming	3
PROB 402	Programming II	3
SYSB 401	System Analysis and Design	3
SYSB 402	System Implementation	3

In the curriculum of Business Administration, FBA offers several courses that use a hands-on teaching mechanism. According to FBA, this is beside the teaching process at FBA that favors objective learning process that encourages critical thinking, case studies, writing reports, individual presentations as well as group work. In team work situations students can learn how to work individually as well as how to be active members of a team.

For example, in the marketing courses a student receives the theoretical part of the science and he/she is requested to do a field work to apply what he/she has learned theoretically.

FBA offers the seminar course which is designed to encourage the student to tackle certain problems in the area of his/her major specialty. The course requires the student to present the business problem and its required analysis and the proper solution with a power-point presentation.

The Faculty of Business Administration curriculum has been designed to serve the purpose of interdisciplinary thinking which encompasses that the student uses the knowledge from more than one discipline to explain a certain idea or make a decision. For example: in the Marketing Research course the student is supposed to conduct a marketing survey and launch a marketing campaign for a certain product or a service by using his/her knowledge of marketing principles, advertisement, e-commerce and social media. The seminar course requires the students to use all the learned skills in various courses to prepare the senior seminar presentation.

FBA offers in the curriculum several courses which communicate ethical issues to the students in a direct or in an indirect way. For example: Business Law course introduces

ethical issues through case studies, Cultural Studies courses also expose the students to a variety of ethical issues and their importance to the business people. Also, the Business Communication course, emphasises the business ethics issues through the lectures offered to the students throughout the semester.

In the curriculum core courses, FBA has introduced some courses to prepare students for further advanced courses which require the use of scientific research as well as hands-on practice by using the methodologies they acquire through their learning process. For example: in Statistics for Business, the students learn how to use the SPSS programme for their research in other courses or term papers. In Mathematics for Business course, the students acquire the financial analysis models to be used in Feasibility Study course. In the Personal Development Skills course, the students learn how to prepare an academic power-point presentation and the skills needed to be successful in real world (personal and professional life). In the Corporate Finance course, the students learn the methodology of financial statement analysis and how to make a final decision about the financial future of a particular firm. In Production Operation Management course, the students learn how to make a decision by using scientific and mathematical models.

In assessing the students, FBA usually uses several tools of evaluation in order to satisfy the learning outcomes for each designated course. Each course leads itself to a different measurement process which will be ideal to serve the purpose of student's evaluation. According to FBA, in the American credit hour system the assessment process will take place from day one in the semester till the last day, documented in the respective individual file. So, the grade given to the student at the end of the semester will be an accumulation of several tools such as exams, quizzes, case studies, presentations, participation and assignments. Accordingly, the students know ahead of time on what basis they will be assessed such as the type of the exams (subjective or objective or a combination of both). Each tool used for assessment process constitutes a defined percentage of a student's final course grade and implies how the student performance level in a certain skill in order to improve his/her weaknesses through a feedback process applied by the particular instructor. The objective exams focus on the critical and analytical skills of the student. However, the subjective exams focus on the writing skills of the student and the ability to express himself/herself clearly in adequate language proficiency and how to convey his/her ideas in a precise and convincing way. According to FBA, such criteria mentioned above are reflected in all business courses and mentioned clearly to the students in the syllabus offered by the instructor in the first lecture of the semester. The course syllabus comprises of: course description, course objectives, intended learning outcomes and indicates clearly the course content, assessment tools and the weight of each assessment tool. There is no final thesis at the end of the programme. It has to be finished with a senior seminar.

Appraisal:

The faculty requirement courses equip the student with the necessary skills to handle the department and core courses. The programme works on providing opportunities for real world jobs and emphasises career development. The whole curriculum is set to serve the student's objectives as well as the labor market and enhances the student's chances to obtain the proper job and increases the job employability process. The curriculum is designed to prepare students at various majors of Business Administration to be able to manage any type of entities across the Arab world. Thus, the curriculum adequately reflects the qualification objectives of the study programme.

The contents of the modules are well-balanced, logically connected and oriented towards the intended learning outcomes. The areas of specialisation (compulsory electives) and optional electives enable students to acquire additional competences and skills.

The Faculty of Business Administration accomplishes its mission and objectives by fostering several majors named after the professional jobs existing in the labor market. Accordingly, FBA gave a common name for the Bachelor degree to read as Bachelor of Business Administration (BBA) and indicates the student's chosen major. The degree name is well

known and used by the majority of Business Administration Faculties existing around the world. Thus, the degree and programme name correspond to the contents of the curriculum and the programme objectives.

The training course enhances the students' skills and makes them familiar how things are implemented and involves them in the work environment. Beside the use of theoretical knowledge in practical applications the training process will provide the trainee with behavioral skills such as punctuality, how to receive instructions from management higher level and to execute it successfully. Thus, it is substantial part of connecting theory and praxis of the curriculum, which is a key issue of the whole programme design. Theory and practice are systematically interrelated throughout the curriculum. Theoretical discourse and practical application complement each other in developing the students' qualification profile. There is evidence that the programme qualifies for interdisciplinary thinking.

Ethical implications are appropriately communicated. The experts advise to make ethical aspects more visible in the course syllabi.

Students acquire methodological competences and are enabled to do scientific work on the required bachelor level.

All exams, as they are defined for the courses, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams are characterised by a wide variety of test formats, which has been really appreciated by the experts.

The students prove their ability to do scientific work and the achievement of the study programme's qualification objectives.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1 Contents					
3.1.1* Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2* Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3* Integration of theory and practice (Asterisk Criterion)		X			
3.1.4 Interdisciplinary thinking			X		
3.1.5 Ethical aspects			X		
3.1.6* Methods and scientific practice (Asterisk Criterion)			X		
3.1.7* Examination (Asterisk Criterion)			X		

3.2 Structure

HEIs in Lebanon are free to implement the American credit hour system or the European credit point system. The BBA programme follows the credit-hour system of the United States. For instance, the implementation of the credits, workload, grading and other educational characteristics are all in accordance with the American credit-hour system. The BBA programme offers a three years education with a total of 99 credit hours.

The course consists of 3 credit hours. Those hours are actual contact hours with the instructor in the classroom.

To complete successfully a total of 99 credit hours comprised of:

- | | |
|----------------------------|------------|
| a) University Requirements | 15 credits |
| b) Faculty Requirements | 21 credits |
| c) Business Core Courses | 33 credits |
| d) Major Courses | 18 credits |

- e) Major Elective Courses 09 credits
- f) Training 03 credits.

Obtaining a minimum of an overall GPA of 2.0 out of 4.5 (see below).

The Academic year consists of three semesters:

- Fall semester
- Spring semester
- Summer semester

The Fall and Spring semesters lasts for 15 weeks each, while Summer semester lasts for 7 weeks.

The CITYU System Basic Terminologies:

- Curriculum: The student's study plan consists of a certain number of courses. The student has to complete successfully all the courses in order to graduate and consequently the university confers a degree on the particular student.
- Course: A course is the student's studying unit which carries usually three hours weekly for 15 weeks i.e. 45 hours; the student then will sit for a final exam to pass the course and earn a grade for it.
- Credit Hour: Is the basic studying unit which the student attends every week for every course he/she has registered for in one semester; for instance, a three credit hours course means the student has to attend the course for three hours weekly throughout the particular semester.
- Study load: Is the total number of credit hours the student has registered for and attempt to pass at the end of the semester. The allowed number of hours per semester ranges from 12 to 18 hours. The student may register for more than 18 hours based on his/her academic performance during the previous semesters and with the Faculty Dean's approval. Then the student may finish earlier than after six semesters.

Assessment System:

Students are assessed and evaluated during one semester by the faculty members. The student will earn grades for the courses she/he registered for to reflect the students' academic achievement during the semester (see below).

The grading system followed is:

Grading System		
Grade	Performance Level	GPA
A+	Superior	4.5
A	Excellent	4.0
B+	Very Good	3.5
B	Good	3.0
C+	Fair	2.5
C	Satisfactory	2.0
D+	Unsatisfactory	1.5
D	Unsatisfactory	1.0
F	Failure	0.0

Semester Average: The student average could be calculated based on each student's number of hours registered in one semester and the points earned for the registered courses.

Example: A student registered in three courses equivalent to 9 credit hours and earned the following grades A, B, and D respectively.

Course	Points	Letter	Credit Hours	Total
English	4	A	3	3 x 4=12
Computer	3	B	3	3 x 3= 9
Math	1	D	3	3 x 1= 3
			9	24

Total Points: 24

Total credit hours: 9

Semester Grade Point Average: Total points/ total credit hours = 24/ 9 = 2.6

Accumulative Grade Point Average (AGPA): The AGPA is calculated by using the same method used for calculating the GPA. The computation is based on all the grades of the courses and points earned by the student over all the semesters attended at the university.

Warning System: The Warning system is set for control purposes, and it ensures the student's continuity of his/her study and monitors successful completion of the courses required for graduation. It helps to avoid dropouts.

Warning Types:

- Academic Warning: The Academic warning will be issued to the student at the end of the semester in case the students' GPA fell below 2.0-point average.
- The warning may be issued for three times, if the student during the said period was unable to improve his/her GPA above 2 points, then the student will be subject to suspension of study or advised to change the study major. The academic warning will appear on the student's transcript and a copy will be sent to the student. As a result, the student during the academic warning period is not allowed to register for more than 9 hours per semester.
- Absenteeism Warning: The absence warning is meant to control the students' attendance during the semester. The first warning will be sent when the students' absence rate reaches 5%. The second warning will be issued when the absenteeism rate reaches 10 %. The third warning will be issued when absenteeism rate reaches 15 %. After the third warning, the student will not be allowed to sit for the final exam and eventually the student will earn "F" in that particular course.

Study Suspension: FBA students have the right to suspend their study for two consecutive or non-consecutive semesters. Should study suspension exceed two semesters, students should refer to the CITYU Administration which reserves the right to re-admit them or deny their admission in light of the reason(s) behind suspension.

In particular for FBA: Each course taught at FBA is comprised of the following items:

- the course title and code
- the instructor's name
- the lecture hours
- classroom number
- course description
- the course goal/ outcome the student will achieve by the end of the course
- course content that will be covered during the whole semester that is the topics in details and the number of lectures allocated for every topic.
- class format: lecture, laboratory, team work, etc...
- evaluation methods: projects, term papers, assignments, all these methods will be used to determine the student's competency as per the course requirements.
- grading criteria that is what percentages allocated for each method of evaluation.
- books and references which comprises of textbooks used, reading material needed,

course supplements, and e-resources.

Every course is comprised of 3 credit hours per week which makes it 45 credit hours per semester, including all the activities for the assessment of the student (quizzes, exams, case studies, presentations, etc...). At the end of the semester, the student will be assessed according to the number of credit hours attempted and passed, the student's grade point average (GPA) will be computed based on grade scale already described above.

Students' Training Assessment Standards include in particular:

Skills:

- Punctuality & Accepting Responsibility
- Adaptation to Business Environment
- Interpersonal & Communication Skills
- Ability to Apply Knowledge

The assessment standards will be complemented by the respective instructor based on the feedback of the student.

Grading System: Similar to other requirements of testing and examinations, the faculty member receives from the Dean a format structure of the required points needs to be included in the syllabus. Part of it will be tackling how the instructor will assess the students, type of exams and testing methodology. Accordingly, the student will be informed of how he/she will be assessed. The submitted syllabus by the faculty member will be checked, discussed, and approved by the Dean prior to the teaching process.

Students are assessed and evaluated during a semester by the faculty members. Final exams must be given during the final exam period, as scheduled in the Academic Calendar. Exam rules need to be reviewed by all students prior to taking the final exams. Some final exams are excluded from the final exam schedule. In this case, the course instructor will specify the exam's date and venue after the approval of the Dean. Examples of such exemptions include group presentations and presentations of final projects.

In general, students shall not sit to take more than two final exams on the same day. It is the duty of students to report any final exam conflict to the faculty administration at least two weeks prior to the end of classes. It is the role of the administration to take appropriate measures.

Accumulative Grade Point Average (AGPA): The AGPA is calculated by using the same method used for calculating the GPA. The computation is based on all courses grades and points earned by the student over all the attended semesters at the university.

Dean's Honour List: is given to the student who has obtained a GPA of 4.5/4.5 during one particular semester under the below conditions:

- The student is carrying 15 credit hours during that particular semester and none of those credit hours are repeated.
- The student has a record of good conduct.

Graduation's Honour List: The Graduation honours is awarded to the students upon their graduation provided that their AGPA falls between certain ranges: They may obtain the following honours based on their AGPA:

- Summa Cum Laude: 4-4.5 (1st honour)
- Magna Cum Laude: 3.5-3.99 (2nd honour)
- Cum Laude: 3-3.49 (3rd honour)

The relative grade is regulated in the Student Guide. It indicates a student's rank among his/her cohort in a particular semester. The rank could be shown and posted as a percentile on the student's diploma based upon their request.

Students have the right to petition grades on the basis of one or more of the following grounds:

- unfair decisions made by the instructor,

- instructor deviation from CITYU policies on grading criteria,
- deviation of the exam from the course content.

The Petition Procedure has been regulated in the Student's Training Assessment Standards.

The teaching process takes place at CITYU premises, attendance is obligatory for the enrolled students and certain percentage of absenteeism is tolerated provided that the prospective student has a valid reason for being absent such as medical report or death of a family member or the like. The normal situation is the student completing all the 99 credit hours on campus.

Though the rules allow transfer students from other higher education institutions provided that the transferred course meets the transfer requirement process:

- The content of the transferred course must be at least 90 percent identical to the content of CU course.
- The transferred course grade obtained by the student must be 70/100 and above.
- The maximum number of credit hours allowed to be transferred should not exceed 50 percent of the total credit hours defined by the Faculty of Business Administration curriculum.

According to FBA, its exam rules and regulations are clearly mentioned to the students. The transparency process dictates on CITYU to publish the exam rules where students can be aware of it ahead of time and comply accordingly. The exam rules are published in details in the CITYU Student's Guide.

The curriculum of the Faculty of Business Administration is designed to be completed by the student over 3 years' span. The 99 credit hours of the curriculum is distributed for the prospective student over 6 semesters (not including summer semester, which is offered on demand to repeat courses and for the trainings).

The 6 semesters study plan indicates how the courses are distributed in order to facilitate to the student the study load. In the first two semesters, the workload is 15 credit hours per semester. The third and fourth semesters, the workload of each semester is equivalent to 18 credit hours. The fifth and sixth semesters the workload for each semester goes back to 15 credit hours each.

As evidenced during the on-site visit, there is a study plan for every major and such plans make it feasible for the student to complete his/her degree over a time span of 3 years.

The academic rules and regulations pertaining to students at FBA observes that no discrimination among students regarding their race, religion, or gender. CITYU provides left handed seats for those students who are left handed in addition to other facilities needed by students with special needs such as: equipped toilets, cross overs for wheel chairs, etc.

Appraisal:

The structure of the programme follows the credit system of the United States. The regular size of three credit hours per course, which represent courses with a total workload of nine hours per week, corresponds to the American system. The programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of courses and assigns credit hours per course on the basis of the necessary student workload. A practical training integrated in such a way that respective credits can be acquired. The course descriptions provide detailed descriptions of intended learning outcomes and the information defined.

There are legally binding study and exam regulations which contain all necessary rules and procedures and take into account national requirements. Furthermore, the ratio of core modules and elective modules as well as University modules and major modules are, according to the panel, weighted in a balanced manner.

The workload is also about evenly spread over the six semesters. The structure therefore helps to set the objectives of the student workload and the students to acquire the competences related to the specific intended learning outcomes of their chosen major. Due

to the fact that there are no courses with a duration extending over two semesters, the student's mobility is offered. Furthermore, the programme's structure is in line with the requirements of the Ministry of Education and Higher Education in Lebanon. In the view of the panel the structure of courses and workload in the programme is comprehensible and appears reasonable to enable the students to achieve the intended learning outcomes of the programme in due time.

There is a mandatory training similar to an internship in the programme (three credit hours), which familiarises the students with real life and challenges in the respective local firm. The so-called Graduation's Honour list manifests the position of the graduate in the respective cohort.

The necessity of a relative grading has been discussed during the on-site visit. As a consequence, CITYU already added a respective regulation in its Student Guide, which meets the international requirement. CITYU offers to add the relative grade on individual demand of the particular student.

Examination regulations exist and regulate the structural requirements for the programme. CITYU has formulated detailed regulations regarding the recognition of course achievements and credit transfer from other HEIs. Even Lebanon has not ratified the Lisbon Convention, the panel noted that CITYU is on the way to follow the Convention's rules. Therefore, the panel recommends implementing the rule that in case FBA does not accept the achieved learning outcomes of an incoming student, FBA has to prove that the achieved learning outcomes are substantially different from the learning outcomes of the corresponding FBA course.

There are several aspects that promote the feasibility of the BBA programme. The admission requirements ensure that students who are enrolled satisfy the necessary English level requirement. Subject-specific and general support is provided to the students. The feasibility of the study programme's workload is ensured by a suitable curriculum design, by a plausible calculation of workload, by an adequate number and frequency of examinations, in addition to appropriate support services as well as academic and general student counselling (see below). Altogether, the panel comes to the conclusion that the student workload seems feasible in due time. This has been additionally evidenced during the on-site visit by alumni as well as by faculty and the Dean.

The HEI ensures gender equality and non-discrimination. Students with disabilities are provided with respective affirmative actions.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2 Structure					
3.2.1* Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2* Study and exam regulations (Asterisk Criterion)			X		
3.2.3* Feasibility of study workload (Asterisk Criterion)			X		
3.2.4 Equality of opportunity			X		

3.3 Didactical concept

According to FBA, the faculty fosters advanced methods in teaching which encourage students to think about certain concepts and not to receive the information directly, such process in teaching encourages the students to think critically and deduce the concept. FBA dictates the approach of simplification and exemplification in the teaching process i.e. the instructor's duty to simplify the abstraction of the concept and give examples in order for the student to link between theoretical ideas and reality.

Students must meet prerequisite requirements for respective courses, and no student is allowed to register in courses whose requirements have not been met.

In preparing the syllabi for the courses, the instructors mention clearly the course objectives, the intended learning outcomes of the course, and the methods which need to be applied to achieve the set objectives and the learning outcomes. According to FBA, the methods may include theory as well as applications and research: case studies, presentations, research papers and the like.

In certain courses, which lend themselves for field study the students are instructed to go into the market and do their own research and come back to communicate their findings to the classroom which triggers certain discussions among the students which eventually is beneficial to all the students.

The teaching process at FBA - as evidenced during the on-site visit by the faculty - is a dynamic process i.e. updated regularly in accordance with the state-of-art of education and the resources of education are updated periodically according to the publisher which FBA has access to the newest and updated versions of the text-books and other publications.

On semester basis, the Faculty of Business Administration invites public speakers to lecture for business students on topics related to their study. For example, FBA has invited lecturers from the banking industry and from the Lebanese central bank. On other occasions, students have visited Lebanese stock exchange to see how things are carried out.

Tutoring by students is not part of the methodological concept, since there is no need.

Appraisal:

The didactical concept of the study programme has been described by the faculty and the Dean during the on-site visit. It is plausible and oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects. The experts recommend to describe the orally presented didactic approach additionally in writing.

The accompanying course materials are oriented towards the intended learning outcomes and correspond to the required qualification level. They are up to date and digitally accessible for the students.

Guest lecturers are invited and contribute to the students' qualification process with their special experience, either from professional practice or scientific work. Such lectures definitely enhance the student's learning skills and broaden their horizons of business issues and expose them to the market reality. This is in addition to increase their chances to find proper jobs. The experts wished more success in inviting international guest lecturers.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.3 Didactical concept			X		
3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2* Course materials (Asterisk Criterion)			X		
3.3.3 Guest lecturers			X		
3.3.4 Lecturing tutors					X

3.4 Internationality

According to FBA, the Bachelor of Business Administration courses have been designed to equip the graduates with the necessary skills to get employed in both the local market as well as the international market. For example, the accounting courses teach the students the accounting international standards and meet the GAAP standards which are adopted internationally. Moreover, FBA trains the students on using international accounting software

like Peachtree and Quick-Books. In statistics for Business course, FBA uses the international software SPSS. In conducting the educational process, FBA uses internationally known textbooks and very well-known publishers such as “Pearson” and “Wiley”. The students are usually offered international case studies which expose them to the international culture of business. As a result, the students become familiar with the international business and cultural aspects.

The student body comprises of local community students as well as others from neighboring countries like Syria, Kuwait, and Lebanese students coming from various countries such as USA, Canada, and Australia. Although a small number, those students are coming back with international background and culture so they add an international flavor to the lectures given to the students and share their culture with the local students. Such students with diverse cultures have their impact on the long run for the local students and make them more flexible to understand other countries’ culture and help out students who are willing to pursue their higher education in foreign countries.

Most of the faculty have an international academic background and degree or professional background. Some of them have dual citizenship.

In achieving the objective of internationality and intercultural environment, CITYU has signed several agreements with foreign universities like Mississippi University in the United States of America, Eastern Mediterranean University (EMU) in Cyprus, and Genova University in Italy. The signed agreements with foreign universities promote a faculty exchange programme that grants the opportunity for faculty members from CITYU to go to EMU to give a particular course and vice versa. This enriches internationality and exposes students to different cultures and styles of teaching. For example, BBA has received instructors from Genova University in Italy and from The Arab Academy for Science, Technology & Maritime Transport in Alexandria, Egypt.

FBA language of instruction is the English language. Though there are special programmes in French language, all the courses are taught in English language. Arabic language is offered to the students as a language course to enhance the students’ writing skills in Arabic language.

Appraisal:

International contents are an integral part of the curriculum. Students are thus prepared for the challenges in an international working environment. Through practical examples, students are enabled to act in an intercultural environment. Such feature is guaranteed by designing the courses to meet local and international requirements.

The international composition of the student body corresponds to the programme concept. The measures taken to promote internationality are goal-oriented.

The international composition of the faculty (teachers with international academic and professional experience) promotes the acquisition of international competences and skills. The measures taken are goal-oriented.

The proportion of foreign language courses and required foreign language materials corresponds with the qualification objectives of the study programme. The English proficiency is clearly core of admission requirements.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4	Internationality					
3.4.1*	International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2	Internationality of the student body			X		
3.4.3	Internationality of faculty			X		
3.4.4	Foreign language contents		X			

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

All enrolled students at the Faculty of Business Administration are required to take a course in Personal Development Skills. In this course, the business student learns how to communicate effectively and how to present his/her own thoughts clearly by using power-point tool. This is besides how to use the skills of body language. Part of the requirement of this course is also to teach students how to be an active member in a team, as well as, the leader of the team. This is in addition to enhance his/her personal attributes and form their business profile.

The Business Communication class equips students with the writing skills and the ability to express themselves precisely and concisely.

Appraisal:

The above mentioned acquired skills act as a common factor for all the required courses in the curriculum. In particular, the course “Personal development” is a special profile element of the curriculum to improve generic competencies and skills. The students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the module descriptions. This is supported by means of suitable didactical and methodological measures.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.5*	Multidisciplinary competences and skills (Asterisk Criterion)			X		

3.6 Skills for employment / Employability (Asterisk Criterion)

The BBA curriculum is characterised by consequently aiming at integration of theory and practice. According to FBA, most of the graduates get employed within a short period of time after graduation, a remarkable part of them abroad.

Appraisal:

The programme aims thoroughly and convincingly at providing the students with competencies and skills for strengthening their employability. The promotion of employability – for instance through the integration of theory and practice and through the promotion of multidisciplinary competences and skills – runs as a common thread of the study programme through all its courses.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.6*	Skills for employment / Employability (Asterisk Criterion)			X		

4. Academic environment and framework conditions

4.1 Faculty

According to FBA, the faculty members of Business Administration are comprised of instructors with diverse qualifications and educational levels. The hiring process will be according to vacancies in various fields of study. All hired faculty members must be distinguished instructors in their academic field. The recruitment process takes place through advertisement in the local papers and CITYU website.

The faculty has three full-time instructors and 22 part-time instructors. Those instructors are supposed to cover the various departments in the faculty such as Accounting, Management, Marketing etc... The faculty are recruited based on their experience in a particular field of study. The part-time lecturers must have completed a minimum of Master's Degree in their field of teaching in a particular subject. This is besides their profound knowledge and experience and their proven record with other universities.

The full-timers' and part-timer's responsibilities are assigned in accordance with the curriculum design and classification: (Faculty Requirements, Core Courses, Major Courses, and Major Elective courses). Some part-timers are teaching at other higher education institutions as well, while some are involved in business activities.

Following are the faculty members' recruitment terms which are applied in selecting faculty members:

- The faculty member must have a degree of higher education (Ph. D) with a major in the teaching discipline which enables him/her to teach and perform the required skills in the academic process.
- He/she must be of a good character and conduct and never been penalised or received any disciplinary or criminal judgements.
- He/she must have at least a minimum of 5 years of experience in universities or colleges.
- He/she must be healthy and physically fit based on the medical report recommendation by a trustworthy medical institution.

Once a potential candidate has applied for a certain academic post at CITYU the following procedure will be conducted:

- The Human Resources Office receives the application and the necessary documents to be attached to it.
- Once the file is completed, the HR office will pass it to the relevant Dean of a certain faculty for a final decision on his/her qualifications.
- In case the applicant is rejected by the Dean of the faculty, the file will be sent back to the HR office for filing, else the file will be passed to the provost for further interview with the candidate for final approval for hiring.
- The above-mentioned steps are applied regardless if the candidate was being considered for a full-time or a part-time instructor position.
- All the documents submitted by the candidate are verified by receiving the original documents and the equivalency of their degrees by the Ministry of Higher Education.

The recruited faculty members are usually skilled academically in order to teach their assigned courses. Through some of the instructors have professional experience in business entities of various activities which give them the edge to exemplify the business abstract issues. All faculty members are offered further development of their academic competencies on a regular basis (e.g. language).

The cooperation process among the faculty members occurs in the following incidences:

- In the event of a particular course that has been offered by two instructors: Each instructor teaches a section, so the designated instructors meet together to coordinate the various subjects which need to be taught in both sections and the assessment methods for that particular course.

- When the course has been offered by other instructors in previous semesters, the new instructor usually reviews the previous syllabi in order to get an overview of the topics taught.
- In the periodical meetings (used to be once a semester) of the faculty members, all instructors sit together and share their own views on the methodology and learning outcomes of the teaching process. Their different points of view and suggestions may be adopted by other colleagues to be implemented in the classroom.

Every semester the instructors are required to submit their syllabus for the course they are intended to teach. One of the syllabus requirements is to provide the students with the instructor's weekly office hours, so the students can benefit from the designated hours to clear certain vague concepts or queries about certain unclear issues.

Also, the instructor provides the prospective students with his/her e-mails and mobile numbers. Just in case the student needs help outside the classroom and the campus as well. In general, all faculty members, both full-time and part-time, are all the time ready to help the students in their educational process. Even the instructor might meet some students on appointment basis to discuss with the prospective student points not comprehended in the lecture.

Faculty members and the Dean are jointly responsible for offering academic advising to students. The students - not the advisors - assume full responsibility for their educational planning, selection of courses, meeting course prerequisites and adhering to FBA Rules & Regulations.

Appraisal:

Even when their teaching assignments in other study programmes, possibly even in other locations, are taken into account, the structure and number of the faculty correspond to the programme requirements and ensure that the students reach the intended qualification objectives. The faculty's composition, consisting of full-time and part-time lecturers, guarantees that both the academic standards and the requirements of professional practice are fully satisfied.

The teachers met during the on-site visit were really committed to their job. All of them are well versed in their field of specialisation. Quality and quantity of the faculty's composition meet the programme requirements, as evidenced during the on-site visit. With satisfaction the experts noted that FAB will extend the number of full-time lecturers respectively in case of increasing numbers of enrolled students.

Academic advising is a central factor of the educational process and greatly affects student's success. It serves to develop student's educational plans that are consistent with the learning outcomes and career objectives.

The academic and the pedagogical and didactical qualifications of the faculty correspond to the requirements and objectives of the study programme. The HEI verifies the qualifications of the faculty members by means of an established procedure. Specific measures for the further qualification of the faculty members are implemented.

The practical business experience of the faculty corresponds to the requirement of the programme to integrate theory and practice.

The faculty members regularly cooperate with the Dean for the purpose of tuning the courses towards the overall qualification objectives. Meetings of all those teaching in the programme take place regularly.

Student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully.

Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
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4.1 Faculty

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4 Practical business experience of faculty			X		
4.1.5* Internal cooperation (Asterisk Criterion)			X		
4.1.6* Student support by the faculty (Asterisk Criterion)			X		
4.1.7(*) Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X

4.2 Programme management

The programme director, who is the Dean himself due to easily manageable number of students, manages all the faculty activities related to students and instructors. Following are some of the issues. The Dean

- will manage the department in accordance with the university's set rules and regulations and strategic policies.
- supervises the educational plans, preparations, and follow up on the implementation of the set plans.
- periodically reviews the curriculum and acts on improving it.
- recruits and interviews the potential instructors for the offered courses during every semester.
- assigns the offered courses to the relevant instructors in the faculty.
- overlooks the prepared schedule for the whole semester.
- discusses the syllabus of each course offered to the students with the relevant instructor to make sure the learning outcomes level with the course objectives.
- meets with the instructors on regular basis to ensure that the courses are given in accordance with what was planned for.
- maintains discipline and monitors teaching activities and student's assessment and feed-back.
- offers training services in the various fields to the business sector in the local society and offers consulting services to business community and encourages firms to seek consultation from professional people whenever the need arises.
- acts on demolishing the barrier between the academic sector and the business sector.

The administrative support is offered to the students as well as to the instructors in the following manner:

- FBA fosters the open-door policy for the students to seek help once they have any problem or obstacle they are facing. First of all, the students' problems are conveyed to the Students' Affairs Office and if the Officer was able to act on the problem then there is no need to raise the issue to the administration office. Else, the problem will be sent to the administration office to act upon it in cooperation with the Students' Affairs Officer.
- The administration also offers help to the instructors in their teaching process and through periodical meetings they sort out all outstanding issues and pave the way

for smooth course implementation. Also, they discuss any issues related to the students in the classroom.

- Teachers as well as students are involved in procedures of further development of the curriculum according to HEI's regulations.
- Administrative staff is offered opportunities for further development, in particular regarding IT and electronic service support.

Appraisal:

It makes, indeed, sense that there is no additional managing programme director apart from the Dean, as long as the number of student enrolment is rather small.

The Dean coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly.

Faculty members and students are supported by the administration in the organisation of the study programme. Sufficient administrative staff is available as evidenced during the on-site visit. Decision-making processes, authority, and responsibilities are clearly defined. Teachers and students are included in the decision-making processes, in particular in procedures of improving the curriculum.

The opportunities of electronic service-support are used and supplement personal one-to-one counselling. The HEI offers the administrative staff opportunities for continuous professional development.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)			X		
4.2.2	Process organisation and administrative support for students and faculty			X		

4.3 Cooperation and partnerships

CITYU has several academic cooperations with various academic institutions locally and abroad. Following are the institutions which the CITYU made academic agreements as well as memorandum of understanding, of which the BBA programme is benefiting as well.

Generally speaking, there is no need to sign a cooperation agreement with the local enterprises or firms, though CITYU has a signed agreement for example with Al Safadi cultural center which focuses on academic and cultural activities. On the other hand, all business students' candidates for graduation have to go through training programme with local firms and organisations. These training courses are based on either written agreements or on oral arrangements by the Dean or by the respective faculty member.

Appraisal:

The scope and nature of cooperation with HEIs and networks relevant for the programme are plausibly presented. The agreements forming the basis of the cooperation are documented on the central level. The experts recommend to further develop the agreements regarding cooperation with the other HEIs in order make more visible that the cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. Thus, at the end, all such activities will contribute to the development of the students' qualification and skills.

The scope and nature of cooperation with business enterprises and other institutions relevant to the programme are plausibly presented. The agreements forming the basis of the cooperation are either orally confirmed during the on-site visit or documented in writing.

Maybe, documentation in writing would be preferable in general, if agreeable by both cooperation partners. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. All such activities contribute to the development of the students' qualification and skills.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3	Cooperation and partnerships					
4.3.1(*)	Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*)	Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		

4.4 Facilities and equipment

CITYU has initiated in 2015 a wireless network infrastructure that covers all internal building areas available within its main campus premises. All classrooms are equipped with the necessary media equipment, some of them in addition with multimedia equipment. They are accessible for disabled students. CITYU also covers a wide area of the outdoor campus landscape, providing mobility to students who need to work on the go.

All students are entitled to a campus e-mail address which can be accessed via the web-enabled interface.

Staffed computer labs are available during working hours in all major classroom buildings and provide access to a host of campus resources including software applications, web-support for classes, library material and internet searching. There are currently eleven application specific labs available (shared by all faculties).

CITYU provides a library which comprises of various textbook references as well as the computers which entitle students to access the e-resources and available information on various business sites. The library is available for the students during working hours (8 am until 3 pm) and served by two employees.

Currently, CITYU is in the process of coordinating the access of the students to Pearson Publisher– “Mylab” which provides students with plenty of information related to the courses they are attempting during a particular semester. Also, CITYU is working on subscribing with Wall Street Journal and Harvard Business Review Periodical in addition to more specialised periodicals in Marketing and Finance.

Appraisal:

City University fosters state-of-the-art technology for the enrichment of the students and the teaching process. CITYU is committed to provide learners with access to modern educational technology.

CITYU's instructional technology services provide technology support for the campus community. Supported technologies include: computer labs, networks, internet access, e-mail accounts, class-room media and distributed learning resources.

CITYU provides various resources to help the students in their study and research process and to keep them up to date in their knowledge.

The quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the programme, even taking into account the resource needs of other study programmes. The rooms are properly equipped for disabled students and give them barrier-

free access. Access to the internet through laptops via wireless LAN is provided free of charge. A sufficient number of group rooms is available.

The opening hours of the library take students' needs sufficiently into account. They didn't complain. Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. Nevertheless, the experts recommend to improve and to increase the number of databases, e.g. by licenses with EMERALD, EBSCO, ABI/INFORM Global, Business Source Complete or ProQuest Central.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.4 Facilities and equipment					
4.4.1* Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2* Access to literature (Asterisk Criterion)			X		

4.5 Additional services

CITYU Career Placement Office provides students with the following services:

- locates available job opportunities in the local market as well as abroad.
- advertises the prospective posts on the students' notice board and CITYU Facebook page.
- counsels students on the types of available positions in the local market and abroad.
- offers training for potential students on how to prepare and write effectively their own resumes as well as the accompanying cover letter.
- trains potential students eligible for employment on typical interview questions and the typical answers for the said questions.
- trains graduates on the effectiveness of body language and communication skills.

FBA is in contact with its graduates in a well-established informal network. According to FBA, it requires a legal procedure to obtain the approval on having an alumni association with legal status. CITYU has started the procedure of establishing the alumni association and expects to get the approval of the respective Ministry to activate the alumni association in the near future.

Appraisal:

Career counselling and placement services are offered to the students and graduates to promote their employability. The HEI provides sufficient resources.

FBA does understand the important role of the alumni association, though it requires legal procedure to obtain the approval on having such association. The alumni network has already been established and it works successful, as evidenced during the on-site visit.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5 Additional services					
4.5.1 Career counselling and placement service			X		
4.5.2 Alumni Activities			X		

4.6 Financing of the study programme (Asterisk Criterion)

The direct operational expenses of the Faculty of Business Administration Programme are usually financed from the paid tuition fees of the enrolled students every semester. The tuition costs for 3 years per student approximately amounts to \$16,500. (credit/hour is 150\$, BBA program comprises of 99 credit hours, and University charges per semester per student amounts to \$250).

CITYU offers financial assistance to students in various forms, such as newly enrolled student discount, merit discount and student work. All financial assistance is awarded to students based on need and academic performance. Merit discounts, ranging from 30% to 50%, are awarded to students who show outstanding academic performance. The educational operational indirect expenses of the Faculty of Business Administration Programme are taken care of by the charitable Al-Manar Association (non-profit association) via covering any deficit in order to ensure that all enrolled students could finish their studies.

Appraisal:

The study programme is funded for the entire accreditation period so that students will definitely be able to complete their studies.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.6*	Financing of the study programme (Asterisk Criterion)			X		

5. Quality assurance and documentation

Currently, City University is in the process of establishing a quality assurance unit. They assigned a responsible person to be in charge of the quality assurance unit and work on establishing the quality assurance standards for CITYU. In the meantime, FBA is conducting quality assurance standards at several levels such as:

- Meet with every instructor to define the learning outcomes of each course and how to achieve it. This is in addition to defining the process and the tools of the students' assessment throughout the whole semester.
- Regular meetings with the faculty instructors: full-timers as well as part-timers to review the curriculum structure and how it serves the students' employability in the market. All the time, the main objective of the faculty of business administration is to maintain curriculum up-to-date with the market needs especially at technical level.
- Request from the graduates who got employed or pursued their higher education in various countries all over the world a feedback on their undergraduate study at FBA and how their acquired skills helped them in paving their way to get employed or obtain admissions in the graduate programmes.

So far, FBA has received a positive feedback from its graduates on surveys and on demand. The Dean of the faculty sets an individual discussion session with every instructor assigned to teach a particular course for a particular semester to discuss with the prospective instructor: the course objectives and intended learning outcomes, the students' assessment criteria, and how the course serves the learning objectives of the curriculum.

At the end of each semester, the students fill out a course evaluation form which includes both quantitative and qualitative questions which inquires about the course organisation (including workload), the course objectives, the way the course has been conducted, and what they benefited from the course. This is in addition to the instructor's knowledge and teaching style, the level of participation of the students in the course and the teaching tools used by the instructor in teaching the course.

The analysed results of all the courses evaluated by the students for that particular semester are discussed with the respective instructor to indicate his/her weaknesses and how to improve it in the future. Such a continuous evaluation process for both the course and the instructor eventually results in enhancing the course objectives and the instructor's performance to meet quality standards.

Based on the students' evaluation, meetings are held with respective faculty member and discussions are carried out for the betterment of the curriculum. Among the faculty there are regular meetings, where further development of the curriculum uses to be an issue.

Due to the local environment and the lack of industry data, according to CITYU it is very difficult to conduct external evaluation of the local market for industry leaders on a systematic level. Nevertheless, there are regular personal connections with employed graduates and how they are performing in their jobs help in developing the curriculum. The same happens regularly with the employers' side. In addition, there is an alumni network, which FBA continuously uses for external evaluation.

The study programme's content, and curriculum have been documented both in printed and digital form: such as the catalogue, student guide and the university website. Those documents are dynamic ones since CITYU updates their contents whenever the need arises. The BBA students have access to all information they are in need of by accessing the university website or obtaining the CITYU catalogue and Student's Guide.

The transparency process dictates that CITYU publishes the exam rules where students can be aware of it ahead of time and comply accordingly. The exam rules are published in details in the CITYU Student's Guide.

The Students' Affairs Office usually is in charge of all students' activities at CITYU. The Student Affairs Officer usually arranges and coordinates the students' activities with respective parties inside and outside the campus. Every semester, the Students' Affairs

Office plans several activities for the students such as welcoming party, and other events which will be announced in due time. The venue and the date of those events are communicated to the students by sending text messages or emails, hanging posters in designated areas, and in some other instances printed invitation cards are used. This is besides the use of social media in informing the students on any coming future events.

The Public Relations Office at CITYU receives all the information and the relevant data of the events that took place in due time to further publish it in the local newspapers as well as the national TV of Lebanon in the programme “Maraya El Shimal”. This programme is designated for Tripoli city events only, though it is seen by local and regional viewers.

On a yearly basis, a summary report comprises of all the activities and events that took place at CITYU and abroad is presented to the CITYU President who in his turn presents it to the Board of Trustees during their annual meeting.

Appraisal:

A quality assurance and development procedure, which systematically and continuously monitors and develops the quality of the programme with respect to its contents, processes, and outcomes, is going to be modified as evidenced during the on-site visit. (Re-)starting in 2018, it will take into account the evaluation results and the analysis on student workload, success rate, and graduate employment. Faculty members and students participate in the respective procedure to plan and assess the quality assurance and development procedures. Responsibilities are clearly defined.

Evaluation by the students and quality control by the faculty is carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated to the students and provide input for the quality development process.

External evaluations of graduates and employers are carried out random based regularly. The outcomes are communicated and provide input for the quality development process.

The study programme is described in detail. This documentation is constantly updated and easily accessible for interested parties both in print and in digital form, which ensures a high level of transparency.

The HEI regularly publishes current news and information – both quantitative and qualitative – about the study programme.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1* Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2 Instruments of quality assurance					
5.2.1 Evaluation by students			X		
5.2.2 Evaluation by faculty			X		
5.2.3 External evaluation by alumni, employers and third parties			X		
5.3 Programme documentation					
5.3.1* Programme description (Asterisk Criterion)		X			
5.3.2 Information on activities during the academic year			X		

Quality profile

HEI: City University, Tripoli, Lebanon

Bachelor programme: Bachelor of Business Administration (BBA)

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1	Objectives					
1.1*	Objectives of the study programme (Asterisk Criterion)			X		
1.2*	International orientation of the study programme design (Asterisk Criterion)			X		
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)			X		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		
2	Admission					
2.1*	Admission requirements (Asterisk Criterion)		X			
2.2	Counselling for prospective students		X			
2.3*	Selection procedure (if relevant)					X
2.4(*)	Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)					X
2.5*	Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6*	Transparency and documentation of admission procedure and decision (Asterisk Criterion)			X		
3.	Contents, structure and didactical concept					
3.1	Contents					
3.1.1*	Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2*	Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3*	Integration of theory and practice (Asterisk Criterion)		X			
3.1.4	Interdisciplinary thinking			X		
3.1.5	Ethical aspects			X		
3.1.6*	Methods and scientific practice (Asterisk Criterion)			X		
3.1.7*	Examination and final thesis (Asterisk Criterion)			X		
3.2	Structure					
3.2.1*	Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2*	Study and exam regulations (Asterisk Criterion)			X		

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
Criterion)					
3.2.3* Feasibility of study workload (Asterisk Criterion)			X		
3.2.4 Equality of opportunity			X		
3.3 Didactical concept					
3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2* Course materials (Asterisk Criterion)			X		
3.3.3 Guest lecturers			X		
3.3.4 Lecturing tutors					X
3.4 Internationality					
3.4.1* International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2 Internationality of the student body			X		
3.4.3 Internationality of faculty			X		
3.4.4 Foreign language contents		X			
3.5* Multidisciplinary competences and skills (Asterisk Criterion)			X		
3.6* Skills for employment / Employability (Asterisk Criterion)			X		
4. Academic environment and framework conditions					
4.1 Faculty					
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4 Practical business experience of faculty			X		
4.1.5* Internal cooperation (Asterisk Criterion)			X		
4.1.6* Student support by the faculty (Asterisk Criterion)			X		
4.1.7(Student support in distance learning *) (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X
4.2 Programme management					
4.2.1* Programme Director (Asterisk Criterion)			X		
4.2.2 Process organisation and administrative support for students and faculty			X		
4.3 Cooperation and partnerships			X		
4.3.1(Cooperation with HEIs and other *) (Asterisk Criterion for cooperation programmes)			X		

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		
4.4 Facilities and equipment					
4.4.1* Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2* Access to literature (Asterisk Criterion)			X		
4.5 Additional services					
4.5.1 Career counselling and placement service			X		
4.5.2 Alumni Activities			X		
4.6* Financing of the study programme (Asterisk Criterion)			X		
5 Quality assurance and documentation					
5.1* Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2 Instruments of quality assurance					
5.2.1 Evaluation by students			X		
5.2.2 Evaluation by faculty			X		
5.2.3 External evaluation by alumni, employers and third parties			X		
5.3 Programme documentation					
5.3.1* Programme description (Asterisk Criterion)		X			
5.3.2 Information on activities during the academic year			X		