

# Decision of the FIBAA Accreditation Committee for Programmes



**104<sup>th</sup> Meeting on 15 September 2017**

**Project Number:** 16/064  
**Higher Education Institution:** European University of Lefke  
**Location:** Gemikonagi, Lefke, North Cyprus  
**Study Programme:** Business Administration (B.A. in 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) in conjunction with § 16 (2) of the “Special Conditions for awarding the FIBAA Quality Seal for Programme Accreditation “FIBAA Programme Accreditation””, the study programme is accredited with 1 condition.

Period of Accreditation: 15 September 2017 until 14 September 2022

Condition:

EUL improves courses and trainings that students can put their theoretical knowledge and skills into scientific practice/use.

**The condition is fulfilled.**

**FIBAA Accreditation Committee for Programmes on July 5th/6th, 2018.**

The FIBAA Quality Seal is awarded.



**FOUNDATION FOR INTERNATIONAL  
BUSINESS ADMINISTRATION ACCREDITATION**

FIBAA – BERLINER FREIHEIT 20-24 – D-53111 BONN

---

## Assessment Report

---

---

**Higher Education Institution (HEI):**

European University of Lefke (EUL), Gemikonagi,  
Lefke, North Cyprus

---

**Bachelor study programme:**

Business Administration

---

**Qualification awarded on completion:**

Bachelor of Arts in Business Administration

# General Information on the study programme

---

**Brief description of the study programme:**

The programme aims to

- provide students with the knowledge and the skills in order to be future global business leaders aware of the changes in real business life
  - educate the students with a comprehensive business education to make them fit for the challenges of future work environment
  - give the students the benefits of up-to-date research-based expertise
  - encourage students to take part in collaborative works in a multicultural environment
  - create an enduring educational value for the students, alumni, business and academic communities
- 

**Type of study programme:**

Bachelor programme

---

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

4 years, 240 ECTS points

---

**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; 64

---

**Programme cycle starts in:**

both Fall and Spring semester

---

**Initial start of the programme:**

1990/91

---

**Type of accreditation:**

Initial accreditation

# Procedure

A contract for the initial accreditation of the programme Business Administration (Bachelor of Arts in Business Administration) was made between FIBAA and the European University of Lefke, Gemikonagi, Lefke, North Cyprus, on 14<sup>th</sup> of September, 2016. On 5<sup>th</sup> of April, 2017, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further 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. Dr. Christian Werner**

IUNworld GmbH

Hochschule für Gesundheit & Sport, Technik & Kunst Berlin und FHAM Erding

Professor of Economic Psychology (General business administration, organisational psychology, market and advertising psychology, marketing and sponsorship, public and political management, corporate consulting)

**Prof. Dr. Dr. h.c. Andreas Knorr**

German University of Administrative Sciences

Professor of economics, especially economics and transport policy (Transport policy, competition policy, international relations, tourism economics, European integration, environmental economics, country comparisons)

**Assoc. Prof. Dr. Ali Muhtaroglu**

Middle East Technical University, Northern Cyprus Campus

Assoc. Prof. of Electrical Engineering

Assistant to the President, responsible for Strategic Planning, Research and Accreditation

Coordinator of Sustainable Environment and Energy Systems MS Programme, METU NCC (2010-2016)

**Dr. Olaf Neitzsch**

General Director

Dr. Olaf Neitzsch Consulting (Banking & Automotive Executive, Automotive Banking (Retail and Corporate), Financial Services, Start-up & Company, Business Development, Restructuring, Risk Management, Human Resource & Executive Search, Consulting)

**Andreas Bonacina**

FHAM Erding

Student of International Management (extraoccupational M.A.)

Division Manager at NORMA

Lebensmittelfilialbetrieb Stiftung & Co. KG

(completed: dual B.A. programme Trade Management)

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 a site visit. The site visit took place on 29<sup>th</sup> and 30<sup>th</sup> of June, 2017, at the HEI's premises in Lefke. The same cluster included an appraisal of "International Relations" (Bachelor of Arts in International Relations). At the end of the on-site visit the panel gave a short feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on 17<sup>th</sup> of August, 2017. The statement on the report was given on 23<sup>rd</sup> of August, 2017. It has been taken into account in the report on hand.

# Summary

The Bachelor programme “Business Administration”, offered by the European University of Lefke, fulfils with one exception the FIBAA quality requirements for Bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on 15<sup>th</sup> of September, 2017, and finishing on 14<sup>th</sup> of September, 2022, under one condition. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid at the time of opening of the procedure and with the Bologna declaration.

The panel members identified need for improvement regarding the criterion “Methods and scientific practice”<sup>1</sup>. They recommend the accreditation on condition of meeting the following requirement:

- EUL improves courses and trainings that students can put their theoretical knowledge and skills into scientific practice/use (see Chapter 3.1).

Proof of meeting this condition is to be supplied at the latest by 14<sup>th</sup> of June, 2018.

The panel members identified two areas where the programme could be further developed:

- Contents (see Chapter 3.1),
- Quality assurance (see chapter 5.2).

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:

- Counselling for prospective students (see Chapter 2.2),
- Internationality of the student body (see chapter 3.2),
- Foreign language contents (see chapter 3.4),
- Student support by the faculty (see chapter 4.1),
- Process organisation and administrative support for students and faculty (see chapter 4.2)
- Access to literature (see chapter 4.4)
- Quality assurance (see chapter 5.1).

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

---

<sup>1</sup> This criterion is asterisk criterion which means that it is essential for the study programme.

# Information

## Information on the Institution

The European University of Lefke, founded by the Cyprus Science Foundation, officially started its academic activities in 1990 as a State Foundation University. The university offers education activities with its 9 faculties, 6 vocational schools (Associate Degrees) and 1 graduate school. These faculties and schools offer 32 Associate, 57 Undergraduate, 23 Masters and 15 PhD Degree Programmes (totally 127 Programmes) in English and/or Turkish.

The University and all its respective departments are accredited by the Turkish Republic's Higher Education Council since its first day of establishment. European University of Lefke has managed to have educated around 1,500 graduates from many different countries with diverse cultural backgrounds.

The university population of around 3000 students at the beginning of 2010 has dramatically increased to approximately 7000 students over the last six years. This number has reached 9,287 by the end of academic year 2016-2017.

The European University of Lefke is generally supervised by the Ministry of Education of North Cyprus. In North Cyprus, higher education institutions are further supervised and audited by YODAK, the Higher Education Planning, Evaluation and Accreditation Council, which oversees the standards and quality of higher education in North Cyprus. All the programmes of the European University of Lefke have been approved by YODAK as well as YOK, the Higher Education Council of Turkey. Other accreditations received by the other faculties of the University are MUDEK, the Accreditation Council of Turkey for Evaluating and Accrediting the Engineering Educational Programme, which was received by the Faculty of Engineering last year, and PEARSON Accreditation, which was received by the English Language Programme two years ago.

EUL has some relevant international memberships like American Council on Education, International Association of Universities, International Universities' Council, Federation of the Universities of the Islamic World and the UK National Academic Recognition Information Centre.

## Further development of the programme, statistical data

The Business Administration programme is one of the programmes offered in the Faculty of Economics and Administrative Sciences (FEAS) under the management and control of the Business Administration Department. The programme started admitting students for the first time in the academic year 1990/91 and during the years the curriculum has been revised with the aim of creating a high-quality Business Administration undergraduate programme, providing the students with the necessary skills and techniques in meeting the challenges of the contemporary and future business world. Since the beginning the programme had 563 graduates. The programme had 64 students enrolled prior to the graduation of Summer 2016 and currently 41 new students were enrolled as of the beginning of the academic year 2016/17. The programme has developed since its establishment steadily both quantitatively and qualitatively (see chapter 5.1).

One of the biggest programme revisions happened in 2008: The electives were beginning in the 3<sup>rd</sup> semester. Now they begin in the 5<sup>th</sup> semester. Business law and ethics were combined. Electives were reduced from 12 to 10 two years ago, 4 new courses were proposed based on recent developments in the marketplace and current trends: Portfolio

management, leadership, etc. The programme may do another revision nowadays including new developments and brands.

Rate of realised enrolments: 88%  
 Success rate: 80% (average)  
 Average study duration: 9.9 semesters (excluding 1-year English Preparatory School)  
 Percentage of foreign students: 73.4%

**The Percentage of Undergraduate Students Distribution according to Gender and Nationality in the Department of Business Administration**

	% Male	% Local	% Turkey	% International
2011-2012	73	1	8	91
2012-2013	67	4	49	47
2013-2014	67	5	34	61
2014-2015	45	6	32	62
2015-2016	66	6	20	74

BA programme currently has students from 27 countries with 80% from third countries (4 years ago had 85 students in total with 50% North Cyprus and Turkey) – Gambia, Tajikistan, Zimbabwe, Swaziland, Tanzania, DRC, Morocco, Ghana, Georgia, India, Sudan, Uganda, Yemen, Ruanda, Benin, Kazakhstan, Nigeria, Krygizistan, Kenya, Lebanon, Uzbekistan. EUL offers many scholarships to international students.

## Appraisal

The statistical data show a serious quantitative development of intakes in particular of international students. Taking into account the existing competitive programmes (see chapter 1.2) the realisation rate of enrolments is rather good. On average, there is a longer duration of the study time. On the other hand, there is a dropout rate of 20%, which seems to be rather high. The programme management is aware of the situation and takes care by respective coaching activities as explained during the on-site visit. The proportion of international students (excluded students from Turkey) is really impressive. Thus, the qualitative and quantitative development of the programme so far is fine.

# Programme Description and Appraisal in Detail

## 1. Objectives

### 1.1 Objectives of the study programme (Asterisk-Criterion)

According to the EUL, the intended learning outcomes of the programme are that after graduation the alumni will be able to:

- enhance effective decision-making, critical thinking skills and improve analytic techniques;
- demonstrate ability for team-working, collaboration and leadership;
- understand social, economic and legal issues both within local and global environments;
- speak and use English for professional purposes;
- understand and evaluate ethical issues and situations;
- critically evaluate, analyse and interpret information to solve problems and make business decisions;
- understand the external forces that impact business decisions and be familiar about the contemporary business problems, understand their universal and societal impacts
- apply theoretical knowledge of business and management to practice;
- understand business concepts related to marketing, management, human resource management, accounting, finance, production operations management, and information technology;
- understand business concepts related to workforce and customer diversity in international business;
- act independently in the business world with the help of knowledge acquired;
- encourage entrepreneurship, innovations and sustainability in business environment.

#### Appraisal:

The intended learning outcomes and objectives meet the subject specific as well as the generic requirements of the targeted professional field. Fitness of purpose has been substantively demonstrated. 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 with the aspired level at graduation. They take into account the requirements of the European qualifications framework for higher education.

		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)

As mentioned in the mission and vision statement of the EUL, creating a multicultural and international student body as well as providing an education that meets the requirements of the globalised world are very important for the University. For this reason, internationality is built into the Business Administration mission statement (see chapter 1.3) and also into the programme's curriculum. The Business Administration programme offers courses such as International Business, International Finance and International Marketing to students with a direct focus on international aspects of the business world.

### Appraisal:

The international orientation of the study programme is obvious and in line with the vision and mission of the EUL and the faculty (see chapter 1.3). 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

There are some competitive comparable programmes offered by other Higher Institutions in North Cyprus. They all differ from EUL programme by grade of internationality and tuition fees, which are lower at EUL.

As evidenced during the on-site visit, the Business Administration programme is positioned in the job market as a programme providing an internationally-oriented, high-quality and technology-gearred educational experience to the students with a global and local perspective.

According to the results of the on-site visit, graduates of the programme are equipped with computer application skills, communication skills and skills required for effective and productive teamwork. Being well-balanced graduates, they find employment as accountants, financial managers, marketing managers or general managers at the entry level in accounting firms, banks, other financial institutions, tourism-related organizations, real estates, production-oriented and service-oriented businesses. Some of the graduates are also employed in various governmental units and some set up their own small-size businesses as entrepreneurs.

The Faculty of Economics and Administrative Sciences (FEAS) mission is as follows: To

- facilitate students' educational growth with a view to develop global competence;
- promote multicultural environments and encourage interaction of students from diverse cultures;
- provide the highest quality education for real work environments;
- prepare graduates for different career opportunities both in public and private sectors;
- foster ethical values and social responsibilities in each discipline;

- play a guiding role in the development of public and private sector in the region.

## Appraisal:

The positioning of the programme in the educational and in the job market as well as its positioning in the EUL's overall strategy have clearly been explained by the Rector and the faculty during the on-site visit in different interviews. The reasons given for the positioning in the educational market of this study programme 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.

The profile of the programme is in line with the faculty's and the university's overall strategic objectives. 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.

		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

The university admits students into the programme from different countries with diverse educational systems:

- North Cyprus,
- Turkey, and
- Foreign Nationals

Categorised regulations with respect to admissions for different nationalities are as follows:

### **North Cypriot Nationals:**

Nationals of North Cyprus who have successfully completed high school are admitted based upon the provision of excellent and suitable performance at entrance examinations conducted and administered by European University of Lefke. North Cypriot students, who possess equivalent results of UK-based 'O' Levels examinations, are also admitted provided they have a minimum grade of 'C' or above in 5 different subjects, of which one must include Mathematics.

### **Turkish Nationals:**

The university admits students from mainland Turkey via central Turkish University Entrance Examination (LYS) which is conducted by the Office of Student Selection and Placements (OSYM). The Turkish Authorities coordinate this examination with the aim of managing Turkish student placements into Turkish Universities in Turkey as well as North Cypriot universities. Students who are successful in this examination and have selected a programme at the European University of Lefke in their preference list are placed into EUL programme depending on their examinations scores.

### **Foreign Nationals:**

European University of Lefke admits international students alongside North Cyprus/Turkish nationals. The students must have a diploma/certificate or its equivalent with good academic performance in order to be accepted. An international student with a minimum average diploma grade of 'C' is admitted to the programme. International students, who possess equivalent results of UK-Based 'O' Levels examinations, are also admitted provided they have a minimum grade of 'C' or above in 5 different subjects, of which one must include Mathematics.

The admission process is based on credits, where previous studies at other universities or jurisdictions having equivalent academic status to the University's courses and programmes are recognised according to Lisbon Convention (see further information regarding credit transfer in chapter 3.2). The administration of admissions with credits is carried out by the programme's Head of Department and the Faculty Dean, and is also assisted by the International Affairs Office in case of foreign applications. Upon the assessment of prior study based on Regulations for Recognition of Prior Learning, admission may be granted with credit transfer in line with the procedures set by the departments. Transfer of credits causes a reduction in the number of courses required for a student to complete a programme or simply exempts such students from specific courses.

It's required for every student to participate in the English Language Proficiency Test and attain the minimum English language requirements. However, there is a waiver for students who can provide internationally accepted English language proficiency certificates. All students who have achieved a minimum IELTS score of 5.5 and TOEFL score of 537/203/75 (paper

based/computerised/Internet based) are exempted from the English Language Proficiency Test. International General Certificate of Secondary Education and equivalent certificates with English subject score of minimum grade 'C' can also be considered for the English Language Proficiency Test exemption. Upon approval of exemption from the English Language Proficiency test, students will be admitted directly into the first year of their programme.

Admission policies are published in the University's promotion materials, on the University's website and in publications supporting individual programs. They are supported by admission advice provided by representatives employed in Promotion Offices of EUL located in different countries.

For admission, there are student-quotas from Turkey, North Cyprus and international (as three segments). EUL checks the quotas of Turkey and North Cyprus and if those are not full EUL would increase the quota for international students accordingly by using the spaces of not enrolling Turkish and North Cypriot students. Even if EUL gets more applicants from this on the enrolling procedure, EUL would select the higher-grade students. As explained by EUL, so far in none of the programmes EUL reached to a point where EUL had more applicants than number of available spaces. Therefore, no selection procedure is needed.

Upon receiving applications and meeting all requirements for admission, the decision is communicated to the student in writing.

## Appraisal:

The different admission requirements for different nationalities seem to be both carefully and appropriate in particular, since Turkish students are admitted based on central examination in Turkey. No decision is involved there. For local students, university has its own local examination the students take. For the international students, the university analyses their background, including high school grades, the different educational systems and the respective inhomogeneity of levels, which is obviously facilitated by the fact that EUL is a member of the UK National Academic Recognition Information Centre.

The admission requirements are defined and comprehensible. The national requirements are presented and taken into account.

The HEI 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) 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

Curriculum overview:

Module No.	Title of Module / Course Unit
<b>M1 Module 1: (1st Semester)</b>	
M 1.1	MATH 107: MATHEMATICS FOR BUSINESS & ECONOMICS I
M 1.2	ECON 101: PRINCIPLES OF MICROECONOMICS
M 1.3	ENG 121: ENGLISH I
M 1.4	TURK 100/200: TURKISH
M 1.5	COMP 113: INTRODUCTION TO COMPUTERS
M 1.6	SCI 101: INTRODUCTION TO SOCIAL SCIENCES
<b>M2 Module 2: (2nd Semester)</b>	
M 2.1	MATH 108: MATHEMATICS FOR BUSINESS & ECONOMICS II
M 2.2	ECON 102: PRINCIPLES OF MACROECONOMICS
M 2.3	ENG 122: ENGLISH II
M 2.4	BUSN 102: INTRODUCTION TO BUSINESS
M 2.5	POLS 104: INTRODUCTION TO LAW
M 2.6	HIST 100/200: HISTORY OF TURKISH REFORMS/ HISTORY OF TURKEY & CYPRUS
<b>M3 Module 3: (3rd Semester)</b>	
M 3.1	ACCT 201: FINANCE ACCOUNTING I
M 3.2	BUSN 203: BUSINESS LAW & ETHICS
M 3.3	HIST 201: HISTORY OF CIVILISATIONS
M 3.4	SOCY 211: SOCIOLOGY
M 3.5	STAT 203: STATISTICS I
M 3.6	BUSN 205: PRINCIPLE OF MANAGEMENT
<b>M4 Module 4: (4th Semester)</b>	
M 4.1	ACCT 202: FINANCE ACCOUNTING II
M 4.2	POLS 208: EUROPEAN STUDIES
M 4.3	BUSN 210: FINANCIAL MANAGEMENT
M 4.4	BUSN 208: BUSINESS COMMUNICATION
M 4.5	STAT 204: STATISTICS II
M 4.6	BUSN 206: ORGANIZATIONAL BEHAVIOUR
<b>M5 Module 5: (5th Semester)</b>	
M 5.1	FNAN 301: BUSINESS FINANCE
M 5.2	ACCT 303: CORPORATE ACCOUNTING
M 5.3	MARK 301: PRINCIPLES OF MARKETING
M 5.4	BUSN 303: PRODUCT MANAGEMENT
M 5.6	ECON 301: (ELECTIVE) MONEY AND BANKING
M 5.7	ECON 307: (ELECTIVE) PUBLIC FINANCE

M 5.8	IR 301: (ELECTIVE) INTERNATIONAL ORGANIZATIONS I

<b>M6 Module 6: (6th Semester)</b>	
M 6.1	ACCT 302: COST ACCOUNTING
M 6.2	BUSN 304: HUMAN RESOURCES MANAGEMENT
M 6.3	MARK 304: PRINCIPLES OF MARKETING
M 6.4	RES 302: RESEARCH METHODS
M 6.5	ECON 304: (ELECTIVE) INTERNATIONAL ECONOMICS
M 6.6	FNAN 306: (ELECTIVE) BANK MANAGEMENT AND OPERATIONS
M 6.7	IR 302 (ELECTIVE) INTERNATIONAL ORGNAIZATIONS II

<b>M7 Module 7: (7th Semester)</b>	
M 7.1	BUSN 411: STRATEGIC MANAGEMENT
M 7.2	BUSN 405: INTERNATIONAL BUSINESS
M 7.3	ECON 415: (ELECTIVE) DEVELOPMENT ECONOMICS
M 7.4	ECON 409: (ELECTIVE) INDUSTRIAL ECONOMICS
M 7.5	ACCT 403: (ELECTIVE) MANAGERIAL ACCOUNTING
M 7.6	FNAN 409: (ELECTIVE) FINANCIAL MARKETS AND INSTITUTIONS

<b>M8 Module 8: (8th Semester)</b>	
M 8.1	BUSN 428: CONTEMORARY ISSUES IN BUSINESS
M 8.2	CIS 402: MANAGEMENT INFORMATION SYSTEM
M 8.3	ECON 424: (ELECTIVE) FINANCIAL ANALYSIS OF CAPITAL PROJECT
M 8.4	FNAN 404: (ELECTIVE) FINANCIAL DERIVATIVES
M 8.5	BUSN 417: (ELECTIVE) MANAGERIAL ECONOMICS
M 8.6	BUSN 415: (ELECTIVE) SMALL BUSINESS MANAGEMENT

The Business Administration programme includes primary areas of business management and is designed to equip the students with the knowledge and abilities described in the programme outcomes. In the first and second semesters of the programme, the students are introduced with more general and theoretical subjects of the business administration like mathematics, foundations of the economy and business and the basic computer knowledge. Third and fourth semesters are designed to equip the students with advanced topics like business law, statistics, accounting and financial management and in those years students can use their first and second year theoretical knowledge. Additionally, students begin to understand the real business life by focusing on some cases in ethics and business communication classes.

After the two introductory and more theoretical years, in the third and fourth years of the programme the students are required to discuss more advanced topics like marketing, research methods, production management, international business, strategic management and corporate and cost accounting. The pace of the programme is designed to familiarise the students with more challenging subjects incrementally. Moreover, beginning with the fifth

semester, students are required to select some elective courses and during the last four semesters they finalise their electives that allow them to specialise in their areas of interest.

The degree awarded for the Business Administration programme is Bachelor of Arts in Business Administration. According to the EUL, the qualifications obtained during the programme provide the student with the necessary skills and techniques in meeting the challenges of the contemporary and future business world.

The nature of the Business Administration programme provides students both with theoretical and practical knowledge and skills of the business world. The first year of the programme includes basic theoretical knowledge of the field such as calculus, economics, and introduction to business.

The second year courses cover a general framework for business administration by focusing on business theories and concepts accompanied with simple applications of theories and concepts. During the second year the application of the theories to real business environments begin in business law and ethics, business communication and organisational behaviour classes by solving different business cases and preparing some basic reports. During the third and fourth years, most of the courses require real field studies. For example, in marketing classes students conduct a real marketing research and prepare a marketing plan for a local company; in human resources management, they discuss real business cases and in Small Business Management they prepare a business plan. Moreover, the programme includes Research Methods and in this course the students shall be equipped with the scientific knowledge to solve real business problems. Additionally, many local and international business people are invited to the faculty to discuss with the students how they succeeded.

The Business Administration programme has an interdisciplinary approach. During the first and second semesters, the basic interdisciplinary courses like calculus, economy, law and history are taught and in the third and fourth semesters some more courses like sociology, European studies and communication are given faculty-wide. Moreover, all students have to select ten (out of 14) electives from different disciplines during the last two years. Those courses might be in economics, banking, international relations, public administration, tourism management or any other social science subject students are interested in.

As explained during the on-site visit, the Business Administration programme is based on transparency and accountability which are the primary objectives of ethics.

Students are encouraged to transform their course-related theoretical knowledge to practical skill/ability. Faculty members are encouraged to prepare their exams in a manner which will test whether students can put their theoretical knowledge and skills into scientific practice/use.

Based on the respective exam regulations and course descriptions each lecturer prepares the exams for their courses in accordance with the learning outcomes of the Business Administration programme and the course and follows the guidelines of the FEAS. Exams given in each course are based on the content covered in the course. According to EUL, all types of examinations test, whether the students have achieved the intended learning outcomes of the course.

Besides exams, there are several different methods in order to evaluate the level of students such as assignments, presentations, projects, term papers or case analyses. In every semester, at least there must be one midterm and one final exam for each course. The contribution of exams and other evaluation methods to the final score varies according to the course, however, it is declared to the students at the beginning of the semester. The final

exam of the course aims to measure the level of the students for achieving the learning outcomes of the course.

In the Business Administration programme, the students are not expected to write a final thesis to graduate from their programme. By successfully completing the compulsory and the chosen elective courses, the students are entitled to achieve their Bachelor degree.

## Appraisal:

The course contents and intended learning outcomes are in line with conventional business administration programmes. The curriculum adequately reflects the qualification objectives of the study programme. The contents of the course units are well-balanced, logically connected and oriented towards the intended learning outcomes. The experts recommend to reconsider giving some new brands and developments (e.g. digitalisation) stronger presence in the curriculum.

The programme offers both compulsory and elective courses, which are complementary to each other. The areas of specialisation enable students to acquire additional competences and skills. Students were able to get all the electives they were interested in. An internship is not compulsory, but recommended. As evidenced during the on-site visit, EUL has agreements with the Chamber of Commerce and the Chamber of Industry, encourages students and connects students with these industry partners.

The experts appreciate that the learning outcomes are assessed in each course with the aid of learning outcomes vs. programme outcomes matrices, which are all audited and controlled by the Faculty's Assurance of Learning Quality Committee chaired by the Dean of the Faculty.

Evidenced by the assessment reports, which the experts reviewed during the on-site visit, there is only weak application of research methods and small knowledge of academic writing. The experts identified need for improvement regarding the criterion "Methods and scientific practice". They recommend the accreditation on condition of meeting the following requirement:

EUL improves courses and trainings that students can put their theoretical knowledge and skills into scientific practice/use.

The experts noticed further:

- The degree and the programme name correspond to the contents of the curriculum and the programme objectives.
- Theoretical questions are, where possible, explained by means of practical examples.
- There is evidence that the programme qualifies for interdisciplinary thinking.
- Ethical implications (for example those of economical or juridical ways of thinking and acting) are appropriately communicated.
- All exams, as they are defined for the course units, 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.

	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)				condition	
3.1.7* Examination and final thesis (Asterisk Criterion)			X		

## 3.2 Structure

Projected study time	4 years
Number of Credit Points (CP)	240
Workload per CP	30
Number of course units	44; including 10 out of 14 electives
Time required for processing the final thesis and awarded CP	Not applicable
Number of contact hours	4868

The Business Administration programme is structured as a four-year degree programme with eight semesters. Each year consists of two semesters. Every semester is designed as a module and includes course units. The students are required to take and complete the course units with 30 ECTS credit points per semester. The programme has 44 courses totally, 10 of which are electives (out of 14).

Students take 24 compulsory courses during the first four modules and take other compulsories and elective courses during the last four modules. First four modules include basic courses while last four modules consist of advanced and interdisciplinary courses.

At EUL a semester has regularly 16 weeks, 13 weeks for lectures and 2-3 weeks for midterm and final exams. In addition to the regular semesters, a summer semester can be added upon the Senate's decision and is optional for the students. The duration of this semester cannot extend beyond 8 weeks. Fall Semester is between October and February and Spring Semester is between March and June. Summer School is between July and August.

EUL Rules & Regulations for Associate/Undergraduate Education recommends that courses be 3 credits (on some courses there might be 2 credits). This means that the course will have 3 hours of classroom contact duration.

For all of the courses taken in one semester, students have to take at least one midterm and final exams. Depending on the course objectives, there might be quizzes, term paper projects, presentations or teamwork papers. All of the requirements for the courses are

shown on the course unit descriptions, which include all necessary information (e.g. intended learning outcomes, teaching methods, ECTS-points, content).

COURSE CODE	COURSE NAME	SEMESTER	ECTS (CP)
<b>COMP 113</b>	Introduction to Computers	1	6
<b>ECON 101</b>	Principles of Microeconomics	1	6
<b>ENG121</b>	English I	1	4
<b>MATH 107</b>	Math for Business & Economics I	1	6
<b>SCI101</b>	Introduction to Social Sciences	1	6
<b>TURK100/ TURK200</b>	Turkish	1	2
<b>BUSN102</b>	Introduction to Business	2	6
<b>ECON102</b>	Principles of Macroeconomics	2	6
<b>ENGL122</b>	English II	2	4
<b>MATH108</b>	Math for Business & Economics II	2	6
<b>POLS104</b>	Introduction to Law	2	6
<b>HIST100/ HIST200</b>	History of Turkish Reforms /	2	2
<b>ACCT201</b>	Financial Accounting I	3	5
<b>BUSN203</b>	Business Law and Ethics	3	5
<b>BUSN205</b>	Principles of Management	3	5
<b>HIST201</b>	History of Civilisations	3	5
<b>SOCY211</b>	Sociology	3	5
<b>STAT203</b>	Statistics I	3	5
<b>ACCT202</b>	Financial Accounting II	4	5
<b>BUSN206</b>	Organisational Behavior	4	5
<b>BUSN208</b>	Business Communication	4	5
<b>BUSN210</b>	Financial Management	4	5
<b>POLS208</b>	European Studies	4	5
<b>STAT204</b>	Statistics II	4	5
<b>ACCT303</b>	Corporate Accounting	5	6
<b>BUSN303</b>	Production Management	5	6
<b>FNAN301</b>	Business Finance	5	6
<b>MARK301</b>	Principles of Marketing	5	6
<b>ECON 301</b>	Money and Banking (Elective)	5	6
<b>ECON 307</b>	Public Finance (Elective)	5	6
<b>IR 301</b>	International Organizations I (Elective)	5	6
<b>ACCT302</b>	Cost Accounting	6	6
<b>BUSN304</b>	Human Resource Management	6	6
<b>MARK304</b>	Marketing Management	6	6
<b>RES302</b>	Research Methods	6	6
<b>ECON 304</b>	International Economics (Elective)	6	6
<b>FNAN 306</b>	Bank Management and Operations (Elective)	6	6
<b>IR 302</b>	International Organizations II (Elective)	6	6
<b>BUSN405</b>	International Business	7	6
<b>BUSN411</b>	Strategic Management	7	6
<b>ECON 415</b>	Development Economics (Elective)	7	6
<b>ECON 409</b>	Industrial Economics (Elective)	7	6
<b>ACCT 403</b>	Managerial Accounting (Elective)	7	6
<b>FNAN 409</b>	Financial Markets and Institutions (Elective)	7	6
<b>BUSN428</b>	Contemporary Issues in Business	8	6
<b>CIS402</b>	Management Information Systems	8	6
<b>ECON 424</b>	Financial Analysis of Capital Project(Elective)	8	6

<b>FNAN 404</b>	Financial Derivatives (Elective)	8	6
<b>BUSN 417</b>	Managerial Economics (Elective)	8	6
<b>BUSN 415</b>	Small Business Management (Elective)	8	6

The students register for eight semesters and take 44 courses. However, students are allowed to transfer courses from different universities/departments to business administration programme. Those courses are shown with “E” (Exemption) in student’s transcript.

Every module (semester) has 5-6 courses and the evaluation of the courses is carried out by lecturers of the courses. Lecturers determine course components and their specific weights, which will be used in assessment at the beginning of the year. All the course requirements identified by the lecturers must adhere to the rules and regulations of the university. Student course performance is evaluated by using continuous assessment mechanisms like mid-term(s) and final examination, quizzes, assignments, in-class activities/exercises and course projects. During the evaluation process, the students are given a mark which is generally out of 100 and then at the end of the semester the cumulative average mark of the student is converted to a letter grade by the course lecturer. The letter grades are organised on a 4.00 point grading scale. The final grade is supplied by a relative grade in the diploma supplement, based on the last three years statistics for the graduates of each respective department.

EUL applies the Lisbon Recognition Convention. In the case that the programme outcomes and the course learning outcomes of the applicant from the other university are very different and the course units do not match, in those cases according to the regulations EUL has to demonstrate that the learning outcomes of the applicant do not meet EUL requirements of the respective curriculum.

There is a re-calculation of the allocation of ECTS on a regular basis. Actually, EUL updated recalculated ECTS several times. Experience also shows that this is necessary because of the feedback that EUL gets from students and faculty and this causes the need for re-calculation of ECTS credits for each course.

Every student of the Business Administration programme has an advisor during his/her academic study at EUL. This advisor is appointed at the beginning of the academic work. Students can discuss their academic career with their advisor all time. Especially for the elective courses, students take the advisor’s recommendation and they decide on the students’ path together.

The EUL and FEAS are committed to promoting diversity and equality of opportunity in its learning, teaching, research and working environments, and to ensuring these environments support positive relations among people and a culture of respect. The Business Administration programme ensures the equality to every individual regardless of gender, age or race. The multicultural structure of the programme is geared to host many students from different countries. Students with disabilities are welcome and are provided assistance by the university in all relevant aspects. The office of Student’s Dean gives assistance to every student for accommodation, fees or scholarship. The International Office of the university assists the foreign students in various aspects of their lives on a continuous basis.

## Appraisal:

The programme structure supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of course units and assigns Credit-Points (CP) per course unit on the basis of the necessary student workload. As evidenced by EUL, students’ workloads are calculated (and re-calculated

according to experience and need) by the programme management on a regular basis. When reviewing the workload, the HEI also takes into account evaluation findings, including student feedback and the programme's success rate.

The course unit descriptions provide detailed descriptions of intended learning outcomes and all the necessary information. Practical aspects are designed and integrated in the course units. The learning outcomes of the programme are assessed in each course with the aid of learning outcomes vs. programme outcomes matrices, which are all audited and controlled by the Faculty's Assurance of Learning Quality Committee chaired by the Dean of the Faculty

There are legally binding study and exam regulations which contain all necessary rules and procedures and take into account, where applicable, national requirements. The study programme is designed so that students can study for a certain time at other HEIs. The recognition of degrees and periods of study at other HEIs is regulated in accordance with the Lisbon Recognition Convention. The final grade is supplied with a relative grade.

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, by appropriate support services as well as academic and general student counselling, as confirmed in different interviews during the on-site visit.

The HEI ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal standards/requirements throughout the programme and examinations. Students in special circumstances are particularly assisted. Thus, they would be able to develop their potential and achieve their personal, professional and educational aims. In such an environment all would feel welcomed, valued as individuals and confident that they will be regarded equally.

	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

The didactical concept includes multiple interactive teaching methods such as class discussions, group work, case studies and real-life projects. The use of interacting teaching methods helps students to learn better as they put more effort to doing projects, case studies and the like. Class sizes are usually held small (less than 35), which promotes interactive learning. The teaching staff shares web links to articles, news reports and case studies relevant to class discussions in the FEAS Moodle system. The students can easily reach

lecturers for their inquiries through the Moodle system in addition to visiting them during office hours in the faculty.

Most lecturers use international editions of American textbooks in their courses. These books are available at the bookstore of the university, and some copies of the books are present at the university's library. Many lecturers also use newspaper, magazine or journal articles and case studies. Some lecturers also provide students with copies of their presentations. The course material supplementary to textbook is usually available at the Moodle Course Management System.

The FEAS and the Business Administration programme supports the involvement of guest speakers from different business or business related organisations, trade associations, local ministries, or other universities both national and international to give seminars, presentations, panels, conferences or workshops.

There are no lecturing tutors involved in the study programme.

### Appraisal:

The expert panel appreciates that the EUL emphasizes the importance of different teaching and learning methods designed and accepted for the achievement of teaching and learning outcomes.

The courses of the programme are taught in an integrative didactical way, which makes the students of the programme more competent and informed in the field.

The didactical concept of the study programme is described, 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. Students are encouraged to take an active role in creating the learning process.

Courses and course information materials are also provided and supported by the online Moodle system, which also promotes lecturer-student communication and makes exchange very easy and efficient. 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. They are user-friendly and encourage students to engage in further independent studies. Students agreed that they can easily access course materials during lectures and through websites the lecturers provide.

Guest lecturers are invited and contribute to the students' qualification process with their special experience, either from professional practice or scientific work, but also from politics.

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

Both national and international case studies are adopted/used for discussion throughout the lectures after considering the availability of multicultural students in work groups. A number of courses such as business communication and international business with international focus are also offered in the programme. Furthermore, students have the opportunity of taking elective courses from different departments (Banking & Finance, Economics and International Relations) to strengthen their global focus and to increase their exposure and employability at the international level.

The Business Administration programme hosts a highly diverse student body from the Middle East, Far East, Africa and Asia and East Europe. There is a diverse group of students studying at the university and the Business Administration department particularly serves as an internationally and culturally diverse student platform. The diverse student population environment provides students the opportunity to network with students from different cultural backgrounds and therefore familiarise themselves with different cultures, learn to communicate and understand different cultures and therefore get used to working with them in their future work lives.

The percentage of international students is 73,4 % in the Business Administration programme. The highest number of international students is mainly from African and Asian countries. The global perspective of the programme is strengthened through the recruitment of international students.

	% Local	% Turkey	% International
2011-2012	1	8	91
2012-2013	4	49	47
2013-2014	5	34	61
2014-2015	6	32	62
2015-2016	6	20	74

The faculty members have received their PhDs from respectable universities in Turkey, North Cyprus, U.S and European countries. The Faculty members update themselves in their fields through attending national and international conferences, seminars and workshops and by publishing in national and international journals. They also do collaborative projects, research papers and articles with academics in their fields in academic institutions in other countries. The lecturers integrate their experiences and insights gained through international opportunities to their lecturing methodology.

The language of teaching in the programme is English. All students to study in the programme are required to demonstrate their capability of following the courses and meeting the requirements of the Business Administration curriculum. During the first and second year of the programme, students are required to take two English and business communication courses in order to improve their academic reading and writing skills in the field of Business Administration.

## Appraisal:

Internationality is a convincing key dimension in the whole implementation of the programme objectives, including intercultural issues. It includes international background of the faculty, international course units and composition of the students' cohorts as well as teaching language.

International contents are an integral part of the curriculum. Students are thus prepared for the challenges in an international working environment. Through practically trained intercultural teamwork students are enabled to act in an intercultural environment.

An outstanding proportion of the students comes from various language areas and cultural backgrounds. Thus, discussions in the classroom and groupwork constantly reflect international aspects. The measures taken to ensure an international composition of the student body show a clear and sustainable effect. They are successful, convincing and examples of best practice.

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

Lectures and course materials are totally in English. Internationality is clearly a successful key element of the study programme's profile and example of best practice.

	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)

Students studying the Business Administration programme develop various multidisciplinary competences and skills. The business communication course helps students develop oral and written interpersonal communication skills and business communication skills (i.e. presentation and public-speaking skills).

In many of the management courses (such as introduction to business, principles of management, organisational behaviour, human resource management, and international business) students are assigned to work in small groups and/or teams to work on case studies and projects during in-class and out of class activities.

Working in groups and or teams, students develop team working, leadership, conflict resolution, and time management skills. Furthermore, courses which have an international focus such as International Business help students to develop and to improve cross-cultural skills.

## Appraisal:

Since employers as well as graduates confirmed during the on-site visit, the expert panel noticed that the students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the course unit descriptions. This is supported by means of suitable didactical and methodological measures.

The acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured.

		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 European University of Lefke claims to train the students in becoming honest, innovative and professionally responsible individuals with distinct personalities who are capable of critical thinking and able to contribute to the society on scientific matters, to develop cultural diversity, intercultural competence, and empathy within the University and in the society, to contribute to the welfare of the society and peace in the region and the world, to assume a pioneering role in the economic, social and cultural development of the country by giving highest priority to quality in areas of academic freedom, education and to accelerate the scientific and technological innovations and developments.

The Business Administration programme has a focus of educating students with theoretical knowledge and practical application of knowledge in the field of all dimensions of business administration at a global focus. Concentrating on combining theory with practice in teaching, increases students' chances of employability in both national and international markets.

The graduates of the programmes have been employed by large local and global companies such as Turkcell, Vodafone, İş Bank, Ziraat Bank, Hilton, KKTCELL, Telsim, Merit Hotel, Cratos Hotel, Elexus and Ministries and various governmental offices.

Based on available (but limited) statistics 88% of the students are placed in a job in one year.

#### Appraisal:

As evidenced by graduates and employers during the on-site visit, the alumni have been provided with all necessary skills and qualifications needed for starting a professional career. 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 course units.

		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

The faculty currently employs 22 full-time members, 1 part-time member and 2 administrative faculty assistants. Almost all teaching is undertaken by full-time faculty members who are expected to participate actively in the process of curriculum design and development as well as continuous improvement efforts. This is supplemented by part-time faculty who are hired for only lecturing responsibilities. The FEAS also employs faculty assistants who are usually postgraduate students employed on short-term contract basis to support administrative activities of the faculty. These faculty assistants operate under the supervision of academic staff members.

European University of Lefke is primarily a teaching institution. Hence, it places great emphasis on teaching effectiveness. Most of the faculty members have had prior teaching experience in different institutions.

Teaching loads are rather high. For PhDs, the teaching hours are 15 as standard workload per week. For non-PhDs, the teaching workload is 18 hours per week.

The effectiveness of instruction is assessed on an ongoing basis through a number of initiatives. Formal teaching evaluations for all courses are conducted every semester. The evaluation questionnaire contains questions with Likert-type scales related to both course and instructor's performance.

Most of the full-time faculty members also have business experience in their fields and they maintain their relationship with their practical fields through research projects. The faculty members share their business experiences in the classroom. EUL employs working professionals as part-time instructors. They bring their experience to the classroom and provide students with a holistic view of the business world.

Faculty members in the programme cooperate with each other in their areas of research and other academic issues. Cooperation is institutionalised through faculty and departmental meetings, joint committee work and workgroups on a specific topic.

Further qualification for the staff will be offered from September/October 2017 by a special EUL programme, which consists of six modules: departmental psychology, effective communication, education principles and methods, assessment and evaluation, classroom management, preparing teaching materials. The staff who attends these modules will be assessed and evaluated at the end and they will be provided with a certificate.

Student advice is provided by faculty members, department chairs, and the programme director. International students are picked up from airport, brought to the university, greeted by student assistants to make them feel comfortable. There are 15 assistants in Spring to welcome new students. EUL provides students a handbook.

Academic advice commences when a student is enrolled in a programme of the faculty. New students meet their advisors in the registration week. This advisor-student relationship continues through all four years of the student's programme. Further advice is offered on an individual basis by the Registrar's Office staff, department chairs, course coordinators in the Faculty and other relevant staff. These resources are supplemented with extensive web-based support material and the course catalogue.

All lecturers and administrators within the programme have strong relationships with their students and are available on the basis of "open-door policy". Each lecturer offers 4-5 office

hours per week at designated times to discuss and solve students' academic problems. With a student per lecturer ratio of 13:1, the students in the department are served rather efficiently and also in a cost-effective manner.

A student portal service is provided by the university's Registrar's Office to help students track their letter grades for the respective courses, grade point average (GPA) of the respective semester and cumulative GPA (CGPA) for all of the completed semesters. The portal provides a solid foundation for students and their advisors in following the students' progress through the duration of their degree enrolment. Student performance and progress are continuously monitored and managed with the student advising system.

## Appraisal:

The experts noticed that all faculty members are well-qualified with PhD degrees from reputable and accredited universities. Even when their teaching assignments in other study programmes 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 (visiting) lecturers, guarantees that both the academic standards and the requirements of professional practice are fully satisfied.

The academic, pedagogical and didactical qualification of the faculty corresponds 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 going to be implemented.

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

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

The faculty members are available for the students outside the specified office hours as well. The students are "fully content" with the support they receive.

Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
-------------	------------------------------	----------------------------	------------------------------------	------

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

The Business Administration Department Chair is responsible for coordinating all activities of the programme including the curriculum, courses and lecturers, registration checks among many others, for the smooth, successful and efficient functioning of the programme. When it is needed, the director is supported by other faculty and department members in performing these activities.

The resources available for out of class assistance with course material and assignments include:

- FEAS Moodle discussion groups run by instructors and access to academic staff by e-mail or in person at their offices.
- Faculty members maintain regular office hours and an "open door policy" with students.
- All faculty members are available to receive students in their offices and help them with course materials and assignments.
- Faculty members are also encouraged to give prompt feedback to e-mails sent by students.
- Each student has an assigned faculty advisor, who is a full-time faculty member.

Academic staff members have individual offices. All academic staff members are provided with a desktop computer. Faculty support is provided by in-house ITS (Information Technology Services) staff.

Faculty attendance at professional and academic meetings is encouraged and financially supported to the extent possible. In general, travel support is provided if a faculty is presenting a paper or is part of the conference organising team. Around 1,000 USD per person is spent (upon demand based on evidence) each year for facilitating research activities of faculty members from the FEAS budget.

EUL also provides free counseling services conducted by professional psychotherapist/psychiatrists to all students, faculty members and staff. The Psychological Counseling Centre accepts appointments and walk-in patients.

The administrative staff are offered opportunities for continuous professional development (e.g. IT, language).

### Appraisal:

The Business Administration Department Chair coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly. He is going to take additional initiatives to promote the systematic development of the study. The EUL offers the administrative staff opportunities for continuous professional development.

Faculty members and students are supported by the administration in the organisation of the study programme. The administrative staff acts as a service provider for students and faculty.

		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

According to the explanation during the on-site visit and based on an additionally provided list BA programme is linked to 26 higher education institutions (national as well as international), partly based on cooperation agreements and actively lived. Furthermore, a joint programme in Business Administration is in progress and is expected to be finalised before the end of the academic year 2016-2017.

Bearing in mind the value of academia – industry cooperation, FEAS have signed protocols with business organisations and related public offices to enrich both the Faculty's bilateral contribution to such a cooperation and to the students' opportunities to take active role in learning through real life examples.

Protocols were signed with Cypriot Turkish Chamber of Industry (CTCI), Cypriot Turkish Chamber of Commerce (CTCC), Cypriot Turkish Chamber of Merchants and Craftsmen (CTCMC), the Prime Minister's Office EU Coordination Centre, and the North Cypriot Ministry of Foreign Affairs. Within the scope of the protocols, cooperation was planned in areas like seminars, vocational education, training on innovation development, entrepreneurship, marketing, and other related fields of study.

### Appraisal:

There is a lot of convincing cooperation with HEIs and with business enterprises and other institutions, which are in favour of the BA programme. They are not only signed, but lived, since internationality is the most impressive profile element of EUL and BA programme.

The scope and nature of cooperation are plausibly presented. The agreements forming the basis of the cooperation are documented. 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. Agreements with the Chamber of Commerce and the Chamber of Industry, encourage students and connects students with these industry partners.

	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

All lectures take place in EUL buildings. The buildings contain 48 classrooms and 4 computer labs for students that have a total of 112 computers. These labs are reserved for courses that utilise computer software as part of teaching methodology. Wireless network access has been established at many points and covers all of the FEAS buildings and cafeterias. All of the courses offered by FEAS are supplemented with Moodle Course Management System. The system allows faculty members to provide course materials as well as utilise online quizzes, and discussion forums.

The respective lecture building has 9 classrooms and the faculty building contains 2 large seminar rooms and a meeting room. In addition, there are lecture theatres and numerous smaller seminar rooms, which are available for the programme at hand.

Audio-visual equipment is a standard fitting in most classrooms and seminar rooms as well as the meeting room.

Business Administration students use the main university library. The library offers the EUL faculty members, students and personnel the opportunity to borrow books and other information resources. Users can access all kinds of information through the variety of materials available in the library whether they are related to their own field of the study or their special interest areas.

The service model is to maintain as much journal and database content as possible online, with highly-demanded books and recent issues of journals kept physically on site at the main university library. The main library collections can be accessed in person or by using the online access. Information specialists are available to assist students and faculty in library research. The library has student-friendly opening hours (Monday-Friday, 08:30-23:00 and Saturday-Sunday, 09:30-23:00), and 7/24 working hours during midterm and final examination periods.

The library houses a collection of more than 48,500 printed publications, 161.000 electronic digital books or sources, and thousands of audiovisuals and periodical subscriptions. The library has membership in more than 15 online databases that allow access to full-text journals, reports, abstracts, E-books, reviews, statistical data, working papers as well as bibliographical information resources. The library collection is classified in accordance with internationally accepted standards. Direct access to catalog terminals is available on the library premises and users can reach information through the online catalog.

The library has 2500 square meters of space. The place has a sitting capacity of 503 seats. Readers can use the scanning as well as the photocopying facilities.

## Appraisal:

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 IT is updated with the most recent requirements for hardware and software. Students and lecturers agreed that EUL constantly enlarges the capacity of the network and invests in new equipment. An impressive list of library databases has been presented during the on-site visit.

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 library is accessible during most of the day. Access to relevant digital media is available from the students' home. Qualified library staff is there to advise students.

		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			X		
4.4.2*	Access to literature (Asterisk Criterion)		X			

## 4.5 Additional services

Faculty academic advisors provide career advice to the students who have been assigned to them. Additionally, the Career Center of EUL helps students identify career opportunities, organises job fairs on campus and assists students in job search activities as well as CV writing and interview skills improvement. This office also reaches out to students using social networking sites and leaflets.

Students agreed during the on-site visit that lecturers do career counselling. If there is a request from students, EUL evaluates what to do about it. There is a manager and 3 staff to respond to such requests. There are typically 75-100 student petitions per school year. EUL has agreements with Vodafone to provide seminars on preparing CVs.

There is an university contact office for alumni. In the last few years the university has been trying to stay in touch with graduating students more systematically through email lists, etc.

In addition to the university's Alumni Centre, FEAS Alumni unit tries to raise awareness and understanding of the benefits university provides to the society and to maximise that benefit through the involvement, advocacy and philanthropic support of alumni, other individuals and organisations. FEAS Alumni unit also has its own Facebook group aimed at communicating with its graduates.

Business Administration department has a contact person with the graduates. This academic staff contacts with the graduates all time with different social networks and takes feedbacks from them. In addition to regular course evaluations, department relies on student feedback for programme development.

## Appraisal:

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

An alumni network has been set up and works properly.

		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)

EUL is a university that is funded by a mix of public education funding from the country's government, domestic and international student fees, contract research and grant income. The body which oversees the government funding is the Ministry of Education.

### Appraisal:

The programme finances itself through tuition fees, which cover the running costs. In addition, the University guarantees to stand in for a potential financial deficit, which endangers the continuation of the programme. Within the limits of a review process and with regard to financial stability of EUL in recent years, the panel concludes that financial stability is ensured for the current programme cycle and the entire accreditation period.

		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

All the programmes in European University of Lefke are subject to semi-annual internal quality assessment procedures aiming at continuous improvement under the auspices of the Quality Assurance Office (QAO) of the Rectorate. All responsibilities and mechanisms are defined for the purpose of continued development. Rectorate, faculty and departments have a shared responsibility in assessment. Systematical and periodic evaluation of programmes with regards to their contents, processes and outcomes is introduced and carried out by a relevant committee of the faculty, departmental boards of faculty, Faculty Advisory Board, students, alumni and their employers. Internally, quality issues are discussed in almost each departmental meeting with the participation of all members of departments and in the Assurance of Learning Quality Committee (ALQC) of the faculty. Externally, feedback from students, the Faculty Advisory Board, alumni and employers of alumni is received for curriculum development, development and upgrading of teaching methods, teaching materials and equipment. Inputs from all these different sources are put together and analysed in the Faculty Executive Board meetings and recommendations are made to the Rectorate for a final decision to be made by the University Senate.

Commencing as of 2015 spring semester, course evaluations by students are applied regularly for every semester whereby course content, workload and quality were evaluated by students and results for the past four semesters have already been accumulated and documented in semester reports.

Regarding evaluation by lecturers EUL does interviews with lecturers to see how happy they are with administration, etc. The interviews include all lecturers every year. When they also evaluate the dean, the dean is not invited to such meetings. The dean is separately interviewed about head of the department.

Since Cyprus is a small place, EUL regularly talks with employers. In addition, EUL talks to the employers irregularly and randomly (which happens to occur 2-3 times a year) about the performance of their students at workplace.

Faculty departments hold periodic meetings for assessing the content and quality issues in education. They exchange views and make recommendations to the ALQC of the Faculty on necessary amendments regarding the course contents, design of lectures and other quality related issues.

For quality assurance and development purposes, the ALQC is established, consisting of the dean of the faculty and four other members of the faculty, each member representing their departments within the faculty. The committee's role and responsibilities are:

- introducing the necessary quality contents and procedures and monitoring their implementations on a continuous basis,
- contributing to the development of quality considerations according to the feedbacks and future needs,
- reaching out to the students, alumni, employers and the Faculty Advisory Board to encourage and solicit their evaluation on the effectiveness of the ongoing programmes,
- coordinating and promoting the communication processes amongst the relevant parties.

ALQC members are:

- the Dean of the Faculty (president),

- the Chair of the Business Department (member),
- the Chair of the Banking & Finance or Economics Departments on a rotational basis (member),
- the Chair of the International Relations Department (member), and
- the Chair of the Political Science and Public Administration Department (member).

Alumni are reached out using social networks and/or students' e-mail information and asked to complete data sheets with respect to their past experience at EUL and specifically about their professional life after graduation. Alumni Unit of the faculty contacts employers of our alumni on a periodical basis to receive their critics and suggestions and passes any relevant information to the ALQC which also shares this information with the Faculty Executive Board for evaluation and future processing. Starting with 2017 onwards, students will be required to fill out alumni data sheets online soon before graduation and thereafter. The accumulated results are analysed.

The Faculty Advisory Board which consists of four external members is contacted twice a year by ALQC to obtain suggestions and recommendations about content and structure of programmes in general and the study programme at hand in specific. The members of this Board are as follows:

- the President of Cypriot Turkish Chamber of Industry,
- the President of Cypriot Turkish Chamber of Commerce,
- the President of Cypriot Turkish Shopkeepers & Artisans,
- the Under-Secretary of the Ministry of Foreign Affairs (North Cyprus),
- the President of the Prime Minister's Office: EU Coordination Centre (North Cyprus).

All suggestions and recommendations are again passed on to the Faculty Executive Board for evaluation and future processing.

There are external accreditation procedures on a regular basis by The Council of Higher Education of Turkey (YÖK) and the North Cyprus Higher Education Planning, Evaluation, Accreditation and Coordination Council (YÖDAK).

In general, all programmes of the university are printed in the University Catalogue and made available to students and all other interested parties. These programmes can also be reached on the web ([www.eul.edu.tr](http://www.eul.edu.tr)) under the academic's menu selection. In both of these sources detailed information on faculties, departments, programmes structure, course content, core versus elective course requirements, ECTS, course descriptions, full-time and part-time academic staff, staff holding administrative duties and their contact details is presented.

Every registered student of EUL is provided with a password to enter a system called "oibs" where students can have an access to their own curriculum, course programme, transcript as well as rules and regulations.

Furthermore, every registered student is also provided a password for the EUL Moodle System where students can access course descriptions, course materials, course memoranda, information on assignments, quizzes and examination schedules.

Students of EUL can also obtain information about faculties, departments and programmes from various printed academic and promotional publications issued by the Office of Student Affairs, Office of International Students, Public Relations Office and Secretariat of Faculties.

FEAS in collaboration with all interested parties (internal and external) organises and announces both within the university and in media all types of activities and events such as seminars, workshops, panels, conferences and symposiums.

## Appraisal:

As evidenced during the on-site visit, EUL continuously applies the Plan-Do-Check-Act Quality circle. 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, has been set up. It takes into account the evaluation results and the analysis on student workload, success rate, and graduate employment as well as the profile of the student population. Faculty members and students participate in the respective committees to plan and assess the quality assurance and development procedures. Responsibilities are clearly defined.

Evaluation by the students, quality control by the faculty and external evaluations are carried out on a regular basis and in accordance with a prescribed procedure; the outcomes are communicated to the relevant groups and provide input for the quality development process. With regard to the students the feedback could be strengthened. Therefore, the experts recommend to formalise the feedback given to students.

The study programme's content, curriculum and examination scheme have been suitably documented and published (e.g. course plan and exam regulations). 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: European University Lefke, North Cyprus

**Bachelor programme:** Business Administration

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
<b>1</b>	<b>Objectives</b>					
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		
<b>2</b>	<b>Admission</b>					
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		
<b>3.</b>	<b>Contents, structure and didactical concept</b>					
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)				condition	
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.
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		
<b>4.</b>	<b>Academic environment and framework conditions</b>					
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					
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			X		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
	and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)					
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		
<b>5</b>	<b>Quality assurance and documentation</b>					
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		