

Decision of the FIBAA Accreditation Committee for Programmes

108th Meeting on 14 September 2018



Project Number: 17/111
Higher Education Institution: Istanbul MEDIPOL University (IMU)
Location: Istanbul, Turkey

Study Programmes:

- Banking and Insurance (Turkish language)
- Human Resource Management (Turkish language)
- Business Administration (English language)
- Economics and Finance (English language)
- Management Information Systems (Turkish language)
- Management Information Systems (English language)
- International Trade and Finance (Turkish language)
- International Trade and Finance (English language)
- International Logistics Management (Turkish language)
- International Logistics Management (English language)

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 programmes are accredited under one condition.

Period of Accreditation: 14 September 2018 until the end of spring semester 2023

Condition:

IMU provides graduates with a relative grading which shows the students' grade point average in relation to the grade point average of the whole cohort and shows official regulations regarding this point.

The condition is fulfilled.

The FIBAA Accreditation Commission for Programmes on 21 March 2019.

The FIBAA Quality Seal is awarded.

Assessment Report

Higher Education Institution (HEI):

Istanbul MEDIPOL University, Turkey (IMU)

Bachelor study programmes:

- Banking and Insurance (Turkish language)
- Human Resource Management (Turkish language)
- Business Administration (English language)
- Economics and Finance (English language)
- Management Information Systems (Turkish language)
- Management Information Systems (English language)
- International Trade and Finance (Turkish language)
- International Trade and Finance (English language)
- International Logistics Management (Turkish language)
- International Logistics Management (English language)

Qualification awarded on completion:

Bachelor

General Information on the study programme

Brief description of the study programme:

The **Banking and Insurance** Programme aims to provide the core international standards in education in the field of banking and insurance.

The **Human Resources Management** Programme aims to provide both theoretical and practical knowledge to students along with business administration topics and to enhance them with human resources issues, regulations, and laws.

The **Business Administration** Programme aims to provide students with the fundamental managerial abilities and conceptual talents by transferring the strategic skills from top-class managers in pioneering industries.

The objective of the **Economics and Finance** Programme is creating the foundations for competent economists and finance experts required in the field.

The objective of the **Management Information Systems** Programme is to empower students to be a liaison between business and technology professionals in various subjects such as marketing, production, accounting and finance, human resources, and strategic planning.

The main objective of the **International Trade and Finance Programme** is to achieve excellence in education that develops successful prospective business leaders.

The **International Logistics Management** Programme aims to prepare students for a competitive and global business environment by providing them with necessary skills in logistics management.

Type of study programme:

Bachelor programme

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

8 semesters, 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:

Banking and Insurance (Turkish language)	40	1
Human Resource Management (Turkish language)	60	2
Business Administration (English language)	60	2
Economics and Finance (English language)	40	1
Management Information Systems (Turkish Language)	60	2
Management Information Systems (English Language)	60	2
International Trade and Finance (Turkish language)	60	2

International Trade and Finance (English language)	60	2
International Logistics Management (Turkish language)	60	2
International Logistics Management (English language)	60	2

Programme cycle starts in:

Winter semester

Initial start of the programme:

September 2014

Type of accreditation:

Initial accreditation

Procedure

A contract for the initial accreditation of the bachelor programmes Banking and Insurance (Turkish language), Human Resource Management (Turkish language), Business Administration (English language), Economics and Finance (English language), Management Information Systems (Turkish/ English language), International Trade and Finance (Turkish/ English language) and International Logistics Management (Turkish/ English language) was made between FIBAA and Istanbul Medipol University on 17 October 2017. On 8 May 2018, 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. Habil. Elisabeth Fröhlich

Cologne Business School, Cologne, Germany

President, Professor of Strategic Procurement Management
(International Strategic Procurement Management, Sustainable Supply Chain Management, Digital Transformation in Purchasing, Habilitation in Business Administration at the University of Cologne (General Business Administration including Business Education))

Prof. Dr. Georg Köpf

Kempten University of Applied Sciences, Kempten, Germany

Professor of Financial Services (Finance, Banking, Insurance, Capital Market, Venture Capital, Risk Management, Derivatives)

Prof. Dr. Matthias Goeken

University of Applied Sciences of the Deutsche Bundesbank, Hachenburg, Germany

Professor of Business Informatics (Business Informatics, Fundamentals of Economics and Economics, Research, Teaching and Learning Methods, IT Governance and Information Management, Business Intelligence, Conceptual Modeling)

Prof. Sumru Altuğ

PhD Koç University, Istanbul College of Administrative Sciences & Economics

Professor of Economics, and Research Fellow, CEPR (Centre for Economic Policy Research) (Economics, Economics of Institutions, Macroeconomics)

Dr. Olaf Neitzsch

Dr. Olaf Neitzsch Consulting, Berlin, Germany

Managing Director (Business Strategy, Banking, Automotive Finance (Corporate & Retail Finance), Market Entry & Start-up into Emerging Markets, Company & Bank Establishment, Business Development, Restructuring, Risk Management & Compliance, HR & Executive Search)

Marie-Luise Meier

University of Economics and Law, Berlin

Students International Business Management (B.A.)

FIBAA project manager:

Nora Winckel

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 24/25 July 2018 at the

HEI's premises in Istanbul. The same accreditation procedure included in a second cluster the bachelor programmes Health Management (Turkish language / English language), Political Science and International Relations (English language), Political Science and Public Administration (Turkish language / English language) and Psychology (Turkish language / English language). On 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 August 31st . The statement on the report was given up on September 11th , it has been taken into account in the report on hand.

Summary

The bachelor programmes Banking and Insurance (Turkish language), Human Resource Management (Turkish language), Business Administration (English language), Economics and Finance (English language), Management Information Systems (Turkish/ English language), International Trade and Finance (Turkish/ English language) and International Logistics Management (Turkish/ English language) offered by Istanbul Medipol University fulfil with few exceptions the FIBAA quality requirements for bachelor programmes and can under conditions be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on 14 September 2018 and finishing on the end of spring semester 2023. The programmes are 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 following aspects: study and examination regulations. They recommend the accreditation of all programmes on condition of meeting the following requirement:

Condition:

IMU provides graduates with a relative grading which shows the students' grade point average in relation to the grade point average of the whole cohort and shows official regulations regarding this point.

Proof of meeting these requirements is to be supplied by 14 June 2019.

Furthermore, the quality requirement that has not been fulfilled (Internationality of the student body, see chapter 3.4) is not an asterisk criterion, so that a further condition is not necessary. The measures the HEI takes to solve the identified problem are to be considered during the re-accreditation.

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

- Contents (see Chapter 3.1),
- Examinations (see Chapter 3.1),
- Course materials (see Chapter 3.3)
- Programme Documentation (see Chapter 5.3),

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 some criteria in which the programme exceeds the quality requirements:

- Foreign language contents (see. Chapter 3.4) for the English programmes
- Practical business experience of faculty (see Chapter 4.1.)
- Student support by faculty (see Chapter 4.1)
- Cooperation with business enterprises (see Chapter 4.3).

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

Information

Information on the Institution

Istanbul Medipol University (IMU, hereafter) was founded in July 2009 by Turkey Education Health and Research Foundation (TESA). IMU started its first education cohort in the Fall semester of 2010 at the Unkapanı Campus which is located on the Golden Horn Peninsula in Istanbul. Later, Kavacık Campus was built and university laboratories, facilities, dormitories, and sports areas have been integrated to this new location. IMU has cooperated with one of the biggest private health care provider, Medipol Mega Hospitals Complex. (This hospital serves as the university hospital.)

Although IMU had started with few programmes in the field of health, soon it became one of the largest foundation universities in Turkey. Currently there are 26,666 students, 864 academic staff, and 994 administrative staff at IMU. As of the 2017/18 academic year, IMU offers 104 associate programmes, 73 undergraduate programmes, and 78 graduate programmes.

IMU offers education and training services at 12 faculties, which are Faculty of Dentistry, Faculty of Pharmacy, Faculty of Education, Fine Arts Design and Architecture Faculty, Faculty of Law, Faculty of Communication, School of Humanities and Social Sciences, Faculty of Business and Management Sciences, Faculty of Engineering and Natural Sciences, School of Health Sciences, Faculty of Medicine and International Medical Faculty. The university also comprises three institutes - Institute of Science and Technology, Institute of Health Sciences and Institute of Social Sciences -, and four vocational schools - Justice Vocational School, Medipol Hospital Vocational School, Health Services Vocational School and Vocational School of Social Sciences.

All programmes at hand are offered by the Faculty of Business and Management Sciences.

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme (Asterisk-Criterion)

The main aim of the Medipol Business School (MBS) programmes is to equip students with the relevant theoretical knowledge and practical skills to utilise them in the challenging business world. The objectives are structured around major learning taxonomies, which are Knowledge, Comprehension, Application, Analysis, Synthesis, and Evaluation.

The objectives of all undergraduate programmes serve and respect professional ethics and intellectual freedom.

The **Banking and Insurance Programme** aims to provide the core international standards in education in the field of banking and insurance. The programme equips students with practical real-life applications through courses that are based on learning financial and econometrics software tools. Therefore, upon graduation, the students will evaluate the various factors affecting the acceptance and underwriting of any insurance risk, apply professional and ethical principles along with responsibility within an insurance organisation, employ knowledge of insurance principles and practices by adopting various technologies, systems, and computer applications.

The major objective of the **Human Resources Management Programme** is to prepare students for the competitive business environment by developing high managerial abilities and equipping them with a psychological background and talent as per the requirements of the modern business society. The Human Resources Management Programme aims to provide both theoretical and practical knowledge to students along with business administration topics and to enhance them with human resources issues, regulations, and laws. The aim is to make them successful human resources experts who could work in any industry. In this programme, it is also aimed to provide students with operational, tactical and strategic talents and skills required for the sustainable achievement of a corporation in today's competitive business environment.

The **Business Administration Programme's** main objective is to have graduate students who have managerial abilities equipped with operational skills. The programme aims to provide students with the fundamental managerial abilities and conceptual talents by transferring the strategic skills from top-class managers in pioneering industries. This programme also aims to provide our students with operational, tactical and strategic talents and skills required for the sustainable achievement of a corporation in today's competitive business environment.

The objective of the **Economics and Finance Programme** is creating the foundations for competent economists and finance experts required in the field. In this respect, the programme was designed in a way that combines theory with analysis, evaluation and policy-making, which will be of great use to students' work life and/or further academic career. The programme aims to have graduates who will be able to describe theoretical knowledge in economics and finance, explain mathematical and statistical methods needed for economics and finance, adopt and use organisational, corporate and social ethical values, and benefit from their proficiency in economics and finance to make policy suggestions.

The objective of the **Management Information Systems Programme** is to educate and prepare students for a career in both academia and the industry by instilling them with managerial abilities and information systems skills. One of the fundamental aims of the programme is to empower students to be a liaison between business and technology professionals in various subjects such as marketing, production, accounting and finance, human resources, and strategic planning. Upon completion of the programme, students should be able to analyse and use any reviews about information and management fields by

analysing data and finding solutions for macro or micro level problems via information tools and management skills.

The main objective of the **International Trade and Finance Programme** is to achieve excellence in education that develops successful prospective business leaders who will make a difference in both the sector and the academic world. The programme aims to provide students and the community with high values through distinguishing teaching and learning methodologies and courses supported by significant intellectual and professional contributions. Preparing students for international experiences, with a global perspective and competence in foreign languages, ready for business life with the strong coordination developed within the sector is another primary aim of the programme.

The **International Logistics Management Programme** aims to prepare students for a competitive and global business environment by providing them with necessary skills in logistics management. The programme aims at training students to be able to produce optimal solutions for national and international companies as well as to serve with a social responsibility and in line with the principles of professional ethics. The programme has been designed to provide the students with operational, tactical and strategic talents and skills necessary to operate either in a logistics company or a logistics department/operation.

Besides the core courses in each subject **all programmes** offer several programme-based and general elective courses to provide the students with a wide range of professional and personal development opportunities.

Furthermore, all programmes aim to develop the methodological capacity of students through courses on scientific methodology and academic research.

Appraisal:

The qualification objectives of all bachelor programmes are plausibly described and the profiles of the programmes graduates in the respective professional fields and societal context of the disciplines are convincingly explained by IMU. In the view of the expert panel the programmes embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality. The subject-specific programme objectives of each programme combined with individually chosen qualifications and skills in various elective fields correspond with the aspired bachelor level at graduation. The programmes objectives are also in line with the national Turkish higher education requirements.

		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)

IMU aims to become an internationally-recognised university, which should attract students from abroad and enables the students to work internationally thanks to cooperation with other HEIs, internationally operating companies and by participating in the ERASMUS+ programme. As a research-based university, IMU has been internationally recognised in the

last 5 years and hosts international researchers and students in its different schools from across the globe varying from Far East countries to the West.

Internationalisation is translated into all bachelor programmes not only by following the Bologna Accords to increase the comparability of the education system, but also by using the international research and professional experience of the teaching staff and international and intercultural components in several modules.

Moreover, the programmes **Management Information Systems, International Trade and Finance** and **International Logistics Management** are taught in Turkish as well as in English language (**Business Administration** and **Economics and Finance** do not have a Turkish version). Therefore, learning and teaching materials, including text books and other materials, are available in Turkish and English (while the Turkish versions use both).

Appraisal:

The programmes' objectives and strategy are geared to ensuring internationality in teaching and research as well as graduate employability. The panel came to the view that the programmes were developed ambitiously to serve a domestic as well as an international market and to equip the graduates with the skills they need to perform the tasks required in an international environment by means of targeted knowledge and skills development. The participation in ERASMUS+ exchanges enables students to go abroad during their studies. Achieving the aims of internationality is specially nurtured by the programmes offered in English language.

		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

In Turkey 186 higher education institutions (HEI) exist: 119 of them are state universities and 67 foundation universities. The total number of university students is approximately 7 million, approximately 6,6 million are enrolled in the state universities, 400.000 in the foundation universities. Among these are many business schools, there is a strong competition among universities to provide quality education and to attract good students. Since it was founded, IMU has increased its growing reputation among the foundation universities in the business field in Turkey: Universities submit their student quota requests to the Council of Higher Education (CoHE) each year, which evaluates these requests and determines the student quotas. The undergraduate programmes' total student quota was 390 in the first two years and has risen to 600 in the last year. Although the programmes are relatively young, according to the results of the Students Selection and Placement Center (SSPC), MBS is enrolling students with higher scores and rankings each year and the occupancy rate for all programmes of MBS lies between 85 and 100 %. In order to position the programmes in the education market, MBS updated the curricula according to the unmet needs in business identified through the surveys conducted, field research and expert opinions. Each programme includes theory and practice blended courses and keynote speakers from various industries to fulfil the basic need of the business world of graduates who are equipped with adequate theoretical knowledge and skills to apply them into practice. Besides the 'business emphasis' of the programmes, the high number of electives (depending on the skills required by the industry) motivates the students to focus on their professional specialisation already during their studies advised and guided by the teaching staff. Setting

the focus early will help the student gain a competitive edge against other applicants for a position in the job market. In order to compete better in the job market, students are required to complete a compulsory internship programme in the eighth semester for 14 weeks. In this way, the students will have taken their first step in their professional life.

Last but not least is Istanbul the centre of attention for international investors and global enterprises. Based on its geostrategic position, Istanbul is of great interest for many multinational firms with a broad base of business knowledge and career opportunities.

Using an alumni-tracking programme and IMU Career Centre (Employability) reports, IMU updates their programme outcomes, syllabi and the curriculum itself.

The strategic goals of IMU are among others

- to increase the quality and efficiency in education,
- to increase the common research capacity of instructors and students, and
- to increase the area and functionality of education.

All undergraduate programmes of MBS follow these aims by revising curricula based on the advice of external experts, by emphasising students in participating in research projects and developing their research skills during the courses as well as by offering electives to sharpen the students' profiles.

Appraisal:

From the point of view of the panel members, the study programmes' position within the Turkish education market is plausible, given proof by the high rising student numbers.

Evidence for graduate employability on the basis of the stated qualification objectives is convincingly presented and well supported by the included internship which illustrates the future fields of employment for graduates.

All programmes are convincingly integrated into IMU's overall strategic concept. The study programme's qualification goals are in line with IMU'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 admission to undergraduate programmes for the applicants who have Turkish citizenship and received their education entirely in Turkey or in Northern Cyprus relies on the legal regulations within the framework of the Higher Education Act (No. 2547) dated 4 November 1981 and on the regulations and decisions of the Council of Higher Education (CoHE). The procedure consists of nationwide university entrance examinations, which are two staged, held once a year and administered by the Students Selection and Placement Center (SSPC).

The first stage is the Higher Education Entrance Exam (HEEE, YGS in Turkish). Students need to get a minimum of 140 out of 500 points to be able to enter the second exam called University Placement Exam (UPE, LYS in Turkish), which is undertaken across five separate sessions. These exams assess verbal and quantitative abilities of applicants as well as their knowledge on mathematical studies (e.g., algebra, geometry), language/literature, science (e.g., physics, chemistry, biology) and social sciences (e.g., history, geography and philosophy).

In the second stage, the programmes require a TM-1 (Turkish and Math) exam score. Thus, prospective students must take mathematics, language/literature and social science sessions. The placement of the candidates in an HEI is finally based on a composition of the scores they obtained in the two stages of the university entrance examinations and their high school grade point averages, calculated by the SSPC. After the declaration on the placement of the candidates, they register for the programmes on the days declared by the university presenting the following documents (enlisted on the website of IMU):

- Application Form,
- High School Certificate,
- Original copy of Certificate of Examination Results (SAT DI: 7226) (if any),
- The passport including the applicant's photo,
- A passport photo.

All other applicants (two citizenships, education abroad etc.) are considered as international students who have to prove that they have completed their secondary education in a high school or similar institution in which the education is equivalent to education at Turkish high schools. IMU defined with which grade secondary education is accepted:

- SAT I total minimum score of 1000;
- GCE (General Certificate Education) Minimum 3 "A Level" on subjects at least one of which is relevant to the programme applied for;
- In the ACT (American College Test) exam at least 20;
- For the Tawjihi exam which happens in Jordan and Palestine Minimum 70;
- For Baccalaureate Libanais in Science a minimum grade of 15 out of 20;
- For International Baccalaureate minimum diploma grade of 30;
- Abitur Diploma grade minimum 4;
- French Baccalaureate with a minimum grade of 12 out of 20;
- For Al-Shahada-Al Thanawiyya (Baccalaureate) 180 (scientific stream) or 170 (social stream) out of 240;
- Diploma Debirestan and Pişdaneşgahi minimum grade of 15 out of 20;
- Kazakhstan National University Test Exam minimum score of 90 out of 120;
- Al-Shahada-Al-Thanawiyya in Libya minimum score of 180 out of 240;
- Ujian Nasional (UNA) or (UN) in Indonesia minimum score is 60.

To be able to register, the international students have to present the following documents:

- High School Certificate and official transcript notary including examination result certified translation from Turkish Embassy or Consulate in their countries;

- Equivalency Certificate taken from Turkish Embassy or Consulate in their countries indicating that high school diploma is equivalent to the diplomas of Turkish high schools;
- Copy of passport, approved by Turkish Embassy or Consulate in their countries;
- Student Visa to be obtained from Turkish Embassy in their countries;
- Proof of necessary language skills, see below;
- Proof of Permanent Residence (In the month of registration);
- 4 passport photos;
- Bank receipt proving that the tuition fee was paid and a document stating a financial guarantee;
- Filled student information form.

The prereview and evaluation of international applicants is carried out by the admission commission authorised by the Rector based on these documents. It evaluates the scholastic background as well as the personal qualifications and aptitude of each applicant. IMU is free to decide whether or not to fill its vacancies after the placement of the SSPC. The list of the accepted applicants will then be announced on the official website of IMU. For those who have the obligation to provide a student visa, a 'Letter of Acceptance' will be sent to the students' address stated in their university application form.

Depending on the instruction language, the proof of fluency in Turkish or English is a prerequisite to start the study programme.

As a proof of Turkish language proficiency, IMU accepts the TÖMER certificate. If the TÖMER certificate is not available, the candidates have to pass a Turkish proficiency test at IMU prior to or at the time of registration. Applicants whose test scores do not meet the requirements may be admitted to an Intensive Turkish Program (ITP) for at least two semesters.

As a proof of sufficient English language proficiency, the applicants have to pass the IMU Proficiency Language Assessment Test with a score of 75 or submit any equivalent test taken in the last three years (approved by CoHE: YDS, CAE, CPE, TOEFL IBT, PEARSON PTE Academic) on the level B2. Otherwise they are obligated to attend and successfully complete an intensive English programme (also at least two semesters).

Upon successful completion of this intensive programme, the student will have the knowledge of English on the level that will enable them to easily follow the lessons given in their field.

The IMU organises campus days regularly every summer. During the campus days, applicants and students have a chance to meet the departments, chat with current students and look around the campus. This is an opportunity to discover more about studying at IMU. IMU also organises introductory meetings for high schools that want to learn more about the programmes. A Call-Center also serves for counselling prospective students. The personal dialogue between applicants and IMU is provided by defined office hours, by telephone and via e-mail. The International Office is responsible for the counselling and registration process of the International students. On IMU's website, every detail of the process and the prerequisites as well as contact information with defined time frame for the registration process are announced.

Appraisal:

The state given admission and placement requirements for Turkish students are clearly defined and described by law. The HEI covers all need for information on its website in terms of registration process after the placement declaration. Also, the formal admission requirements and the procedure for international students are comprehensible and clearly published on the website of IMU.

As the programmes are undergraduate programmes, a specialised selection procedure for international students beside the evaluation of their grade and their personal interest in studying abroad is not necessary.

Standardised language tests by IMU or proven results of international recognised language tests ensure that the students enrolled are able to successfully complete the study programmes in English or Turkish language. Moreover, the HEI serves its students with preparatory courses. From the panel's point of view, the student's language proficiency became clearly evident during the interview with students during the on-site visit.

Throughout its website, IMU provides all necessary information for prospective students. Events like campus days and school meetings ensure the personal contact to prospective students beside the usual contact possibilities (e-mail, telephone). In the opinion of the panel, the International Office offers adequate services to interested persons from abroad also personally with needed information or personal help.

The admission decisions are based on transparent criteria and are 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 programmes at the MBS all comprise compulsory courses, an internship, a seminar and a graduation project (180 ECTS). 60 ECTS are distributed among programme specific (blue) and business specific / general elective courses (yellow) students have to choose in the beginning of each semester. Following their interests, the students are guided by an advisor (the programme manager or an instructor) who ensures that the choice in a whole fit in the programme objectives. As a potential guideline, MBS developed for most of the programmes paths of electives modules as informal specialisations.

The following table shows the curriculum of the **Banking and Insurance** programme which is offered in Turkish language.

Banking and Insurance (TURKISH)						
1. Semester				2. Semester		
Compulsory Courses				Compulsory Courses		
	Course Name	T	A	Cr	ECTS	Type
1	Microeconomics	3	0	3	5	C
2	Introduction to Business	3	0	3	5	C
3	Principles of Accounting	3	0	3	5	C
4	Introduction to Law	3	0	3	4	C
5	Mathematics I	3	0	3	5	C
6	Turkish Language I	2	0	2	2	C
7	English I	4	0	4	4	C
	TOTAL	21	0	21	30	
3. Semester				4. Semester		
Compulsory Courses				Compulsory Courses		
	Course Name	T	A	Cr	ECTS	Type
1	Statistics I	3	0	3	5	C
2	Financial Mathematics	3	0	3	4	C
3	Financial Management	3	0	3	5	C
4	Banking Transactions	3	0	3	5	C
5	Principles of Insurance	3	0	3	5	C
1	Macroeconomics	3	0	3	5	C
2	Introduction to Banking and Finance	3	0	3	5	C
3	Information Technologies	2	0	2	5	C
4	Commercial Law	3	0	3	4	C
5	Mathematics II	3	0	3	5	C
6	Turkish Language II	2	0	2	2	C
7	English II	4	0	4	4	C
	TOTAL	20	0	20	30	
1	Statistics II	3	0	3	5	C
2	Insurance Mathematics	3	0	3	4	C
3	Life and Non-Life Insurance	3	0	3	4	C
4	Credit and Risk Management in Banks	3	0	3	4	C
5	Corporate Finance	3	0	3	5	C

6	Professional English I	4	0	4	4	C
7	Atatürk Principles and History of The Turkish Republic I	2	0	2	2	C
	TOTAL	21	0	21	30	

6	Professional English II	4	0	4	4	C
7	Atatürk Principles and History of The Turkish Republic II	2	0	2	2	C
8	Community Service Involvement	0	0	2	2	C
	TOTAL	21	0	23	30	

5. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Social Security Systems	3	0	3	4	C
2	Monetary Theory and Policy	3	0	3	4	C
3	Financial Risk and Derivative Markets	3	0	3	5	C
4	Optional Elective Course	2	0	2	2	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
	TOTAL	20	0	20	30	

6. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Reassurance Techniques and Management	3	0	3	4	C
2	International Finance	3	0	3	4	C
3	Professional Ethics	2	0	2	2	C
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
	TOTAL	20	0	20	30	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Total Quality Management	3	0	3	5	E
2	Economy of Innovation	3	0	3	5	E
3	Banking Law	3	0	3	5	E
4	International Banking	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	4		12	20	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Central Banking and Financial Stability	3	0	3	5	E
2	CRM in Banking and Assurance	3	0	3	5	E
3	Entrepreneurship	3	0	3	5	E
4	Organizational Behavior	3	0	3	5	E
5	Selected Topics in Banking	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	4		12	15	

7. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Investment Analysis and Portfolio Management	3	0	3	5	C
2	Elective	3	0	3	5	E
3	Elective	3	0	3	5	E
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
TOTAL		18	0	18	30	

8. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Graduation Project	3	0	3	10	C
2	Internship	0	4	4	15	C
3	Seminar	0	6	6	5	C
TOTAL		3	10	13	30	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Technical Analysis	3	0	3	5	E
2	Transportation Insurance	3	0	3	5	E
3	Fund Management in Banking	3	0	3	5	E
4	Commodity Insurance	3	0	3	5	E
5	Capital Market Instruments	3	0	3	5	E
6	Behavioral Economics & Finance	3	0	3	5	E
7	Current Issues in Finance	3	0	3	5	E
8	Transportation Insurance	3	0	3	5	E
9	Management and Organization	3	0	3	5	E
*: Number of elective courses that must be selected in this semester:		5			25	

Electives

	Course Name	T	A	Cr	ECTS	Type
*: Number of elective courses that must be selected in this semester:		0				

T: Theory, A: Application, Cr: Credit, C: Compulsory, E: Electives.

60 ECTS elective, 180 ECTS compulsory

Total ECTS	240
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Path of possible informal specialisations:

- **Banking** (International Banking, Banking Law, Selected Topics in Banking, Central Banking and Financial Stability, CRM in Banking and Assurance, Fund Management in Banking)
- **Insurance** (Total Quality Management, Entrepreneurship, Commodity Insurance, Current Issues in Finance, Transportation Insurance, Insurance Law)

The following table shows the curriculum of the **Human Resource Management** programme which is offered in Turkish language.

Human Resources Management (TURKISH)						
1. Semester						
Compulsory Courses						
	Course Name	T	A	Cr	ECTS	Type
1	Introduction to Business Science	3	0	3	5	C
2	Introduction to Law	3	0	3	4	C
3	Principles of Economics	3	0	3	5	C
4	Mathematics	3	0	3	5	C
5	Principles of Accounting	3	0	3	5	C
6	Turkish Language I	2	0	2	2	C
7	English I	4	0	4	4	C
	TOTAL	21	0	21	30	

2. Semester						
Compulsory Courses						
	Course Name	T	A	Cr	ECTS	Type
1	Behavioural Science	3	0	3	4	C
2	Information Technologies	2	0	2	5	C
3	Human Resources Management	3	0	3	5	C
4	Philosophy	2	0	2	5	C
5	Civilization and Culture	2	0	2	5	C
6	Turkish Language II	2	0	2	2	C
7	English II	4	0	4	4	C
	TOTAL	18	0	18	30	

3. Semester						
Compulsory Courses						
	Course Name	T	A	Cr	ECTS	Type
1	Management and Organisation	3	0	3	5	C
2	Social Psychology	2	2	3	6	C
3	Critical Thinking	2	0	2	2	C
4	Statistics	3	0	3	5	C
5	Labor Economics and Industrial Relations	3	0	3	6	C
6	Professional English I	4	0	4	4	C
7	History of The Turkish Republic I	2	0	2	2	C

4. Semester						
Compulsory Courses						
	Course Name	T	A	Cr	ECTS	Type
1	Occupational Health and Safety	3	0	3	5	C
2	Business Analysis and Business Evaluation	3		3	5	C
3	Occupational and Professional Ethics	2	0	2	2	C
4	Professional English II	4	0	4	4	C
5	Social Structure of Turkey	3	0	3	5	C
6	Applications of Community Service	0	4	2	2	C
7	Organizational Behaviour	4	0	4	5	C

TOTAL	19	2	20	30		

8	History of The Turkish Republic II	2	0	2	2	C
TOTAL		21	4	23	30	

5. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Education, Improvement and Career Management	3	0	3	3	C
2	Performance Management	3	0	3	4	C
3	Wage and Reward Management	3	0	3	4	C
4	Employee Affairs and Payroll	3	0	3	4	C
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
	TOTAL	21	0	21	30	

6. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Strategic Management	3	0	3	5	C
2	Elective	3	0	3	5	E
3	Elective	3	0	3	5	E
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
	TOTAL	18	0	18	30	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Team and Team Dynamics	3	0	3	5	E
2	Entrepreneurship	3	0	3	5	E
3	Total Quality Management	3	0	3	5	E
4	Public Relations	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:					

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Culture and Business	3	0	3	5	E
2	Leadership and Motivation	3	0	3	5	E
3	Organizational Development	3	0	3	5	E
4	Recruitment and Interviewing Techniques	3	0	3	5	E
5	New Product, Service and Process Development	3	0	3	5	E
6	Process Analysis	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:					

7. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Strategic Human Resources Management	3	0	3	5	C
2	Elective	3	0	3	5	E
3	Elective	3	0	3	5	E
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
	TOTAL	18	0	18	30	

8. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Graduation Project	3	0	3	10	C
2	Internship	0	4	4	15	C
3	Seminar	0	6	6	5	C
	TOTAL	3	10	13	30	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Presentation Technics	3	0	3	5	E
2	Corporate Reputation and Social Responsibility	3	0	3	5	E
3	Social Entrepreneurship	3	0	3	5	E
4	Social Media and HRM Applications	3	0	3	5	E
5	Talent Management and Employer Brand	3	0	3	5	E
6	Measurement and Evaluation in HRM	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	6		18	30	

Electives

	Course Name	T	A	Cr	ECTS	Type
	*: Number of elective courses that must be selected in this semester:	0				

T: Theory, A: Application, Cr: Credit, C: Compulsory, E: Electives.

60 ECTS elective, 180 ECTS Compulsory

Total ECTS	240

Path of possible informal specialisations:

- **Organizational Development:** Team Building and Dynamics, Total Quality Management, Organization Development, Leadership and Motivation, New Product, Service and Process Development, Corporate Reputation and Social Responsibility
- **Search and Placement:** Culture and Business, Recruitment and Interviewing Techniques, Measurement and Evaluation in HRM, Social Media and HRM Applications, Talent Management and Employer Brand

The following table shows the curriculum of the **Business Administration** programme which is offered in English language.

Business Administration (ENGLISH)						
1. Semester				2. Semester		
Compulsory Courses				Compulsory Courses		
	Title	T	A	Cr	ECTS	Type
1	Microeconomics	3	0	3	6	C
2	Introduction to Business	3	0	3	6	C
3	Introduction to Law	3	0	3	3	C
4	Mathematics I	3	0	3	4	C
5	Turkish Language I	2	0	2	2	C
6	Business Communications I	4	0	4	4	C
7	Information Technology	2	0	2	5	C
	TOTAL	20	0	20	30	

	Title	T	A	Cr	ECTS	Type
1	Macroeconomics	3	0	3	6	C
2	Principles of Accounting	3	0	3	5	C
3	Mathematics II	3	0	3	4	C
4	Turkish Language II	2	0	2	2	C
5	Business Communications II	4	0	4	4	C
6	Management and Organization	2	0	2	4	C
7	Introduction to Finance	3	0	3	5	C
	TOTAL	20	0	20	30	

3. Semester						
Compulsory Courses						
	Title	T	A	Cr	ECTS	Type
1	Statistics I	3	0	3	5	C
2	Ataturk's Principles and History of Turkish Revolution I	2	0	2	2	C
3	Introduction to Behavioural Science	3	0	3	4	C
4	Principles of Marketing	3	0	3	5	C
5	Financial Management	3	0	3	5	C
6	Total Quality Management	3	0	3	4	C
7	Financial Accounting	3	0	3	5	C
	TOTAL	20	0	20	30	

4. Semester						
Compulsory Courses						
	Title	T	A	Cr	ECTS	Type
1	Quantitative Methods	2	0	2	5	C
2	Organizational Behaviour	3	0	3	5	C
3	Ataturk's Principles and History of Turkish Revolution II	3	0	3	2	C
4	Production Management	3	0	3	5	C
5	Cost Management and Accounting	3	0	3	5	C
6	Sales Management	3	0	3	4	C
7	Business and Social Security Law	3	0	3	4	C
	TOTAL	20	0	20	30	

5. Semester**Compulsory Courses**

	Title	T	A	Cr	ECTS	Type
1	Strategic Management	3	0	3	5	C
2	Emerging Markets and Business Trends	3	0	3	5	C
3	Human Resources Management	3	0	3	5	C
4	Current Issues in Business	3	0	2	2	C
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
8	Elective	3	0	3	5	E
	TOTAL	23	0	23	35	

6. Semester**Compulsory Courses**

	Title	T	A	Cr	ECTS	Type
1	Organizational Theory and Design	3	0	3	5	C
2	Brand Management	3	0	3	5	C
3	Business Ethics	2	0	2	2	C
4	Elective	3	0	3	5	C
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
8	Elective	3	0	3	5	E
	TOTAL	23	0	23	35	

Electives

	Title	T	A	Cr	ECTS	Type
1	Management Information Systems	3	0	3	5	E
2	Small Business and Entrepreneurship	3	0	3	5	E
3	Social Media Strategies	3	0	3	5	E
4	Managerial Skills Laboratory	3	0	3	5	E
	*:Number of elective courses that must be selected in this semester:	3		9	15	

Electives

	Title	T	A	Cr	ECTS	Type
1	International Organizations	3	0	3	5	E
2	Applied Business	3	0	3	5	E
3	Global Business	3	0	3	5	E
4	Supply Chain Management	3	0	3	4	E
5	Block chain and Business Strategy	3	0	3	4	E
	*:Number of elective courses that must be selected in this semester:	4		12	20	

7. Semester						
Compulsory Courses						
	Title	T	A	Cr	ECTS	Type
1	Leadership and Innovation Management	3	0	3	5	C
2	Elective	3	0	3	5	E
3	Elective	3	0	3	5	E
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
	TOTAL	18	0	18	30	

8. Semester						
Compulsory Courses						
	Title	T	A	Cr	ECTS	Type
1	Graduation Project	3	0	3	10	C
2	Internship	0	4	2	15	C
3	Seminar	0	6	6	5	C
	TOTAL	3	10	13	30	

Electives						
	Title	T	A	Cr	ECTS	Type
1	International Strategic Management	3	0	3	5	E
2	Business Logistics Management	3	0	3	5	E
3	Commercial Law	3	0	3	5	E
4	Econometrics	3	0	3	5	E
5	Cultures, Civilizations and Ideas	3	0	3	5	E
6	Research Methods in Social Science	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	5			25	

Electives						
	Title	T	A	Cr	ECTS	Type
	*:Number of elective courses that must be selected in this semester:	0				

T: Theory, A: Application, Cr: Credit, C: Compulsory, E: Electives.

60 ECTS elective, 180 ECTS Compulsory

Total ECTS	240
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Path of possible informal specialisations:

- **Business Strategy:** Management Skills Laboratory, Social Media Strategies, Applied Business, Block chain and Business Strategy, Global Business, International Strategic Management
- **Business Logistics Management:** Introduction to Logistics, Management Information Systems, Leadership and Innovation Management, Digital Business, Supply Chain Management, Business Logistics Management

The following table shows the curriculum of the **Economics and Finance** programme which is offered in English language.

ECONOMICS AND FINANCE (ENGLISH)

1. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Microeconomics	3	0	3	6	C
2	Introduction to Business	3	0	3	6	C
3	Introduction to Law	3	0	3	3	C
4	Mathematics I	3	0	3	4	C
5	Turkish Language I	2	0	2	2	C
6	Business Communication I	3	0	3	4	C
7	Information Technology	2	0	2	5	C
	TOTAL	19	0	19	30	

2. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Macroeconomics	3	0	3	6	C
2	Principles of Accounting	3	0	3	5	C
3	Mathematics II	3	0	3	4	C
4	Turkish Language II	2	0	2	2	C
5	Business Communication II	3	0	3	4	C
6	Psychology	3	0	3	4	C
7	Introduction to Finance	3	0	3	5	C
	TOTAL	20	0	20	30	

3. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Statistics I	3	0	3	5	C
2	Ataturk's Principles and History of Turkish Revolution I	2	0	2	2	C
3	Financial Accounting	3	0	3	5	C
4	Intermediate Microeconomics	3	0	3	6	C
5	Political Science	3	0	3	4	C
6	Economic and Financial History	3	0	3	3	C
7	Financial Management	3	0	3	5	C
	TOTAL	20	0	20	30	

4. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Statistics II	3	0	3	5	C
2	Intermediate Macroeconomics	3	0	3	6	C
3	Ataturk's Principles and History of Turkish Revolution II	2	0	2	2	C
4	Money, Banking and Finance	3	0	3	5	C
5	Mathematical Methods for Economics and Finance	3	0	3	5	C
6	Reading & Writing in Economics & Finance	2	0	2	2	C
7	Behavioral Economics & Finance	3	0	3	5	C
	TOTAL	19	0	19	30	

5. Semester**Compulsory Courses**

	Course Name	T	A	Cr	ECTS	Type
1	Econometrics	3	0	3	5	C
2	International Economics (3.YY-ITF)	3	0	3	5	C
3	Turkish Economy	3	0	3	6	C
4	Contemporary Issues in Economics and Finance	2	0	2	2	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	C
	TOTAL	17	0	17	28	

6. Semester**Compulsory Courses**

	Course Name	T	A	Cr	ECTS	Type
1	Corporate Finance	3	0	3	5	C
2	International Finance	3	0	3	5	C
3	Business Ethics	2	0	2	2	C
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
	TOTAL	20	0	20	32	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Capital Markets	3	0	3	5	E
2	Central Banking	3	0	3	5	E
3	Economic Policies	3	0	3	5	E
4	Investment Analysis and Portfolio Management	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	2			10	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Block chain and Business Strategy	3	0	3	5	E
2	Economic Growth and Development	3	0	3	5	E
3	Emerging Markets	3	0	3	5	E
4	Entrepreneurship	3	0	3	5	E
5	Global Business	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	4			20	

7. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Financial Risk and Derivative Markets	3	0	3	5	C
2	Elective	3	0	3	5	C
3	Elective	3	0	3	5	E
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
	TOTAL	18	0	18	30	

8. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Graduation Project	3	0	3	10	C
2	Internship	0	4	4	15	C
3	Seminar	0	6	6	5	C
	Graduation Project					
	TOTAL	3	10	13	30	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Financial Econometrics	3	0	3	5	E
2	Applied Econometrics	3	0	3	5	E
3	Energy Economics	3	0	3	5	E
4	Selected Topics in Banking	3	0	3	5	E
5	Public Economics	3	0	3	5	E
6	Islamic Banking and Finance	3	0	3	5	E
7	Environmental Economics	3	0	3	5	E
8	Finance and the Real Economy	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	5			25	

Electives

	Course Name	T	A	Cr	ECTS	Type
	*: Number of elective courses that must be selected in this semester:	0				

T: Theory, A: Application, Cr: Credit, C: Compulsory, E: Electives.

60 ECTS elective, 180 ECTS compulsory

Total ECTS	240

Path of possible informal specialisations:

- **Economist:** Economic Policy, Economic Growth and Development, Emerging Markets, Finance and the Real Economy
- **Treasury Analyst:** Central Banking, Capital Markets, Investment Analysis and Portfolio Management, Financial Econometrics

The following table shows the curriculum of the **Management Information Systems** programme which is offered in Turkish and English language.

MANAGEMENT INFORMATION SYSTEMS (ENGLISH)

1. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Principles of Economics	3	0	3	5	C
2	Management Information Systems	2	0	2	5	C
3	Principles of Accounting	3	0	3	5	C
4	Introduction to Law	3	0	3	4	C
5	Mathematics I	3	0	3	5	C
6	Turkish Language I	2	0	2	2	C
7	English I	4	0	4	4	C
	TOTAL	20	0	20	30	

2. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Introduction to Programming and Algorithms	3	0	3	5	C
2	Introduction to Business	3	0	3	5	C
3	Information Technology	2	0	2	5	C
4	Commercial Law	3	0	3	4	C
5	Mathematics II	3	0	3	5	C
6	Turkish Language II	2	0	2	2	C
7	English II	4	0	4	4	C
	TOTAL	20	0	20	30	

3. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Programming Languages I	3	0	3	5	C
2	Statistics I	3	0	3	5	C
3	E-Commerce	2	0	2	5	C
4	Fundamentals of Web Design	3	0	3	4	C
5	Professional English I	4	0	4	4	C
6	Atatürk Principles and History of The Turkish Republic I	2	0	2	2	C
7	Management and Organisation	3	0	3	5	C
	TOTAL	20	0	20	30	

4. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Statistics II	3	0	3	5	C
2	Programming Languages II	3	0	3	5	C
3	Algorithms and Data Structures	2	0	2	4	C
4	Behavioral Sciences	3	0	3	4	C
5	Professional English II	4	0	4	4	C
6	Atatürk Principles and History of The Turkish Republic II	2	0	2	2	C
7	Operations Research	3	0	3	4	C
8	Community Service Involvement	0	0	2	2	C
	TOTAL	20	0	22	30	

5. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Systems Analysis and Design	3	0	3	4	C
2	Quantitative Methods For Business Decision Making	3	0	3	5	C
3	Data Base and Data Base Management Systems	3	0	3	4	C
4	Optional Elective Course	2	0	2	2	C
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
	TOTAL	20	0	20	30	

6. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Visual Programming	3	0	3	4	C
2	Professional Ethics	2	0	2	2	C
3	Object Oriented Programming	3	0	3	4	C
4	Elective	3	0	3	5	C
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
	TOTAL	20	0	20	30	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Information Systems and E-Business	3	0	3	5	E
2	Entrepreneurship	3	0	3	5	E
3	Principles of Marketing	3	0	3	5	E
4	Labour and Social Security Law	3	0	3	5	E
5	Logistics Management	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	3			15	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Artificial Intelligence	3	0	3	5	E
2	Strategic Management	3	0	3	5	E
3	Information Security and Business Continuity	3	0	3	5	E
4	Enterprise Resource Planning	3	0	3	5	E
5	Human Resources Management	3	0	3	5	E
6	Risk Management	3	0	3	5	E
7	Organizational Behaviour	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	3			20	

7. Semester

8. Semester

Compulsory Courses						
	Course Name	T	A	Cr	ECTS	Type
1	Data Mining and Business Intelligence	3	0	3	5	C
2	Elective	3	0	3	5	E
3	Elective	3	0	3	5	E
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
	TOTAL	18	0	18	30	

Compulsory Courses						
	Course Name	T	A	Cr	ECTS	Type
1	Graduation Project	3	0	3	15	C
2	Internship	0	4	2	15	C
3	Seminar	0	6	6	5	C
	TOTAL	3	10	13	30	

Electives						
	Course Name	T	A	Cr	ECTS	Type
1	Game Theory	3	0	3	5	E
2	Information Systems Project Management	3	0	3	5	E
3	Mobile Programming	3	0	3	5	E
4	Research Methods in Social Sciences	3	0	3	5	E
5	Labour and Social Security Law	3	0	3	5	E
6	Digital Marketing	3	0	3	5	E
7	Customer Relationship Management	3	0	3	5	E
8	Team Building and Dynamics	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	5			25	

Electives						
	Course Name	T	A	Cr	ECTS	Type
	*: Number of elective courses that must be selected in this semester:	0				

T: Theory, A: Application, Cr: Credit, C: Compulsory, E: Electives.

60 ECTS elective, 180 ECTS compulsory

Total ECTS	240
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Path of possible informal specialisations:

- **Data Analysis:** Artificial intelligence, Information Security and Business Continuity Planning, Digital Marketing, Customer Relations Management, Game Theory, IT Law
- **System Analysis:** Information Systems and E-Business, Process Analysis, Total Quality Management, Enterprise Resource Planning, Information Systems Project Management, Team Building and Team Dynamics

The Turkish version of the Management Information Systems programme is completely identical.

The following table shows the curriculum of the **International Trade and Finance** programme which is offered in Turkish and English language.

INTERNATIONAL TRADE AND FINANCE (ENGLISH)

1. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Introduction to Law	3	0	3	6	C
2	Microeconomics	3	0	3	5	C
3	Introduction to Business	3	0	3	4	C
4	Mathematics I	3	0	3	4	C
5	Turkish Language I	2	0	2	2	C
6	Business Communication I	4	0	4	4	C
7	Information Technology	2	0	2	5	C
	TOTAL	20	0	20	30	

2. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Macroeconomics	3	0	3	6	C
2	Principles of Accounting	3	0	3	5	C
3	Mathematics II	3	0	3	4	C
4	Turkish Language II	2	0	2	2	C
5	Business Communication II	4	0	4	4	C
6	Management and Organization	2	0	2	4	C
7	Introduction to Foreign Trade and Finance	3	0	3	5	C
	TOTAL	20	0	20	30	

3. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Statistics I	3	0	3	5	C
2	Atatürk's Principles and History of Turkish Revolution I	2	0	2	2	C
3	International Economics	3	0	3	5	C
4	Principles of Marketing	3	0	3	5	C
5	Financial Management	3	0	3	5	C
6	Commercial Law	3	0	3	4	C
7	Foreign Trade Management	3	0	3	5	C
	TOTAL	20	0	20	31	

4. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Statistics II	3	0	3	5	C
2	International Marketing	3	0	3	5	C
3	Atatürk's Principles and History of Turkish Revolution II	2	0	2	2	C
4	International Trade Policy	3	0	3	5	C
5	International Trade Finance	3	0	3	5	C
6	Corporate Finance	3	0	3	5	C
7	International Competition Policy	3	0	3	3	C
	TOTAL	20	0	20	30	

5. Semester**Compulsory Courses**

	Course Name	T	A	Cr	ECTS	Type
1	International Institutions and Economic Integration	3	0	3	4	C
2	E-commerce	3	0	3	4	C
3	Current Issues in International Trade	2	0	2	2	C
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
	TOTAL	20	0	20	30	

6. Semester**Compulsory Courses**

	Course Name	T	A	Cr	ECTS	Type
1	Money-Banking and Finance	3	0	3	5	C
2	International Finance	3	0	3	5	C
3	Elective	3	0	3	5	E
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
	TOTAL	18	0	18	30	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Central Banking	3	0	3	5	E
2	Economic Policy	3	0	3	5	E
3	Customer Relationship Management	3	0	3	5	E
4	Capital Markets	3	0	3	5	E
5	Small Business and Entrepreneurship	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	3		9	15	

Electives

	Course Name	T	A	Cr	ECTS	Type
1	Economic Growth and Development	3	0	3	5	E
2	Brand Management	3	0	3	5	E
3	Emerging Markets	3	0	3	5	E
4	Global Business	3	0	3	5	E
5	Entrepreneurship	3	0	3	5	E
6	Organizational Behaviour	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	4		12	20	

7. Semester**Compulsory Courses**

	Course Name	T	A	Cr	ECTS	Type
1	International Commercial Law	3	0	3	5	C

8. Semester**Compulsory Courses**

	Course Name	T	A	Cr	ECTS	Type
1	Graduation Project	3	0	3	10	C

2	Elective	3	0	3	5	E
3	Elective	3	0	3	5	E
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
TOTAL		18	0	18	30	

2	Internship	0	4	4	15	C
3	Seminar	0	6	6	5	C
TOTAL		3	10	13	30	

Electives						
	Course Name	T	A	Cr	ECTS	Type
1	Behavioural Economics & Finance	3	0	3	5	E
2	Foreign Trade and Investment Policy in Turkey	3	0	3	5	E
3	Global Economy Politics and 21. century	3	0	3	5	E
4	International Retail Management	3	0	3	5	E
5	Information Systems and E-business	3	0	3	5	E
6	Supply Chain Management	3	0	3	5	E
7	Customer Relationship Management	3	0	3	5	E
*: Number of elective courses that must be selected in this semester:		5			25	

Electives						
	Course Name	T	A	Cr	ECTS	Type
*: Number of elective courses that must be selected in this semester:		0				

T: Theory, A: Application, Cr: Credit, C: Compulsory, E: Electives.

60 ECTS elective, 180 ECTS compulsory

Total ECTS	240
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The Turkish version of the International Trade and Finance programme is almost identical. In favour of two more English courses (Professional English 1 & 2), the courses “E- Commerce” and “International Competition Policy” are not compulsory but offered as electives.

Path of possible informal specialisations:

- **International Marketing** International Competition Policy, E-Trade, Entrepreneurship, International Trade and Emerging Markets
- **International Finance:** Investment Analysis and Portfolio Management, MNCs and Foreign Investments, World Economy, Financial Risk and Derivative Markets, Global Economy Politics and 21th century

The following table shows the curriculum of the **International Logistics Management** programme which is offered in Turkish and English language.

International Logistics Management (ENGLISH)

1. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Turkish Language I	2	0	2	2	C
2	Business Communication I	4	0	4	4	C
3	Introduction to Law	3	0	3	4	C
4	Introduction to Business Science	3	0	3	5	C
5	Fundamental Principles of Accounting	3	0	3	5	C
6	Microeconomics	3	0	3	6	C
7	Mathematics I	3	0	3	4	C
	TOTAL	21	0	21	30	

2. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Turkish Language II	2	0	2	2	C
2	Business Communication II	4	0	4	4	C
3	Introduction to Logistics	3	0	3	5	C
4	Information Technologies	2	0	2	5	C
5	Macroeconomics	3	0	3	6	C
6	Mathematics II	3	0	3	4	C
7	Commercial Law	3	0	3	4	C
	TOTAL	20	0	20	30	

3. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Statistics I	3	0	3	5	C
2	Principles of Marketing	3	0	3	5	C
3	Management and Organization	3	0	3	5	C
4	Customs Legislation and Practices	3	0	3	4	C
5	Logistics Management	3	0	3	5	C
6	Professional English I	4	0	4	4	C
7	Atatürk Principles and History of Turkish Republic I	2	0	2	2	C
	TOTAL	21	0	21	30	

4. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Statistics II	3	0	3	5	C
2	International Economics	3	0	3	5	C
3	Foreign Trade Management	3	0	3	5	C
4	Financial Management	3	0	3	5	C
5	Purchasing and Supply Planning	3	0	3	3	C
6	Professional English II	4	0	4	4	C
7	Atatürk Principles and History of Turkish Republic II	2	0	2	2	C
8	Community Service Involvement	0	0	2	2	C
	TOTAL	21	0	23	30	

5. Semester

6. Semester

Compulsory Courses						
	Course Name	T	A	Cr	ECTS	Type
1	Storage and Inventory Management	3	0	3	4	C
2	Transportation Management I	3	0	3	4	C
3	Human Resources Management	3	0	3	5	C
4	Optional Elective Course	2	0	2	2	C
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
TOTAL		20	0	20	30	

Compulsory Courses						
	Course Name	T	A	Cr	ECTS	Type
1	Production Management	3	0	3	4	C
2	Transportation Management II	3	0	3	4	C
3	Occupational and Professional Ethics	2	0	2	2	C
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
7	Elective	3	0	3	5	E
TOTAL		20	0	20	30	

Electives						
	Course Name	T	A	Cr	ECTS	Type
1	Labour and Social Security Law	3	0	3	5	E
2	Global Logistics	3	0	3	5	E
3	Customer Relationship Management	3	0	3	5	E
4	Globalization and Current Issues in International Trade	3	0	3	5	E
5	Managerial Skills in Logistics	3	0	3	5	E
*: Number of elective courses that must be selected in this semester:		3		9	15	

Electives						
	Course Name	T	A	Cr	ECTS	Type
1	Logistics Information Systems	3	0	3	5	E
2	Physical Delivery Channels and Planning	3	0	3	5	E
3	Urban Logistics	3	0	3	5	E
4	Entrepreneurship	3	0	3	5	E
5	Organizational Behaviour	3	0	3	5	E
6	Enterprise Resource Planning	3	0	3	5	E
7	Operations Research	3	0	3	5	E
8	International Trade Theory and Policy	3	0	3	5	E
*: Number of elective courses that must be selected in this semester:		4		12	20	

7. Semester

Compulsory Courses

8. Semester

Compulsory Courses

	Course Name	T	A	Cr	ECTS	Type
1	Supply Chain Management	3	0	3	5	C
2	Elective	3	0	3	5	E
3	Elective	3	0	3	5	E
4	Elective	3	0	3	5	E
5	Elective	3	0	3	5	E
6	Elective	3	0	3	5	E
	TOTAL	18	0	18	30	

	Course Name	T	A	Cr	ECTS	Type
1	Graduation Project	3	0	3	10	C
2	Internship	0	4	4	15	C
3	Seminar	0	6	6	5	C
	TOTAL	3	10	13	30	

Electives						
	Course Name	T	A	Cr	ECTS	Type
1	Transport Economics and Policy	3	0	3	5	E
2	Transport of Dangerous Goods	3	0	3	5	E
3	Transportation Economics and Policy	3	0	3	5	E
4	Global Economy and Politics and the 21st century	3	0	3	5	E
5	Logistic Risk Management and Insurance	3	0	3	5	E
6	Information Systems and e-business	3	0	3	5	E
7	Research Methods in Social Sciences	3	0	3	5	E
	*: Number of elective courses that must be selected in this semester:	5		15	25	

Electives						
	Course Name	T	A	Cr	ECTS	Type
1						
2						
3						
4						
	*: Number of elective courses that must be selected in this semester:	0				

T: Theory, A: Application, Cr: Credit, C: Compulsory, E: Electives.

60 ECTS elective, 180 ECTS compulsory

Total ECTS	240
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The Turkish version of the International Logistics Management programme is identical.

Path of possible informal specialisations:

- **Logistics and Supply Chain Expertise:** Supply Chain Management, Logistics Information System, Logistics Risk and Insurance Management, Transportation of Dangerous Goods, Urban Logistics, Transport Economics and Policy

- **Purchasing and International Trade Administrator:** Purchasing and Supply Planning, International Trade Management, Customs Legislation and Practices, International Trade Theory and Policy, Customer Relationship Management, Enterprise Resource Planning

The programme names are regulated by the Council of Higher Education (CoHE) in Turkey. When state or foundation universities decide to establish new departments, they must document that there is an appropriate infrastructure to run those programmes. Thus, it is certified that at IMU all programmes and their names are scrutinised by the CoHE and found approval.

The students take all required courses in the first seven semesters. The eighth semester is spent in a company of the students' choice, observing the processes and procedures in the company and in order to develop a solution for a problem in terms of an improvement project. The student's responsibility to find an internship place is imbedded in the company network, MBS offers (see Chapter 3.2). The aim of the internship is to familiarize students with the industry related to the specific programme, to observe the workplace practices and to develop a project with the knowledge and skills acquired during their theoretical studies. It is supervised and evaluated by an advisor from MBS and a mentor of the company who agree with the student about the project in the end of the 7th semester. An Internship Commission takes care for all issues regarding the formal organisation of the internships and helps in case of difficulties. The students report on a daily and weekly basis about their progress, they sum up their findings on a scientific basis in the graduation project paper. The final project competition among the graduating class is planned to motivate the students to get ready for the competitive business environment. The project students undertake during the internship shall sharpen their skills for problem-solving, team building and management, innovation and entrepreneurship.

In order to raise graduates' achievement in their careers, students are left with a wide range of flexibility in their choice of elective courses. It means that they could take different/interrelated courses from different disciplines such as economics, business administration, computer, sociology, law, and social work. Students are able to take courses from within the respective School along with elective courses from other schools and the general elective pool, as there are Labour and Social Security Law, Information Systems and E-business and Team Building and Dynamics.

The CoHE has established basic rules and furthers institutionalisation efforts regarding ethics in Turkish Higher Education Institutions. The CoHE adopted a new ethical conduct document named 'Ethical Code of Conduct in Turkey's Higher Education Institutions'. With the suggestion of the IMU Quality Board, the IMU issued the 'Ethics By-Law', which was directly adapted from the aforementioned CoHE document. At the IMU, there are four separate ethics commissions:

1. Non-Interventional Clinical Studies Commission,
2. Animal Testing Experiments Local Commission,
3. Social Sciences Research Commission,
4. Clinical Studies Commission.

In addition to IMU's institutionalisation endeavours, each academic unit aims to establish its own culture of ethics. For example, the ethical principles are communicated during the orientation programme at the beginning of each academic year. These cover the rules of the courses and interpersonal relations as well the ethical rules regarding exams and other performances, assignments, and papers.

To establish professional ethics, all programmes comprise a specific course or topic-related courses like "Introduction to law" or "Organizational behaviour".

Methodological competences of an adequate level are described as learning outcomes in the curriculums of the study programmes. Student counselling functions very well and covers methodological aspects. There is an integration of methodological aspects in the curriculum, as all courses finish with written examinations, which often illustrate a great deal of evidence confirming scientific work. The courses attempt to empower students to think conceptually and to develop the ability to gather, synthesise, and interpret data. Therefore, the programmes teach students to master methodology, to perform academic work, and learn to understand and compare the study materials from specialised sources. Hence, one of the objectives of the bachelor programmes is to develop graduates with the conceptual understanding and methodological competence needed to create, interpret, critically evaluate data and have advance knowledge in diverse functions of the global business world. Moreover, before starting the internship, the students complete a seminar in which they practice scientific writing.

The assessment of the courses consists of a midterm exam and a final exam. Projects, homework, labs, workshops, and similar study evaluations may be considered as midterms; midterm grades are announced before the final exam. The final exam of a course is done at the end of the semester or year. Examinations held at the IMU are generally in the form of written examinations with structured response questions, extended answers or essays, term projects, and presentations. Moreover, 20 % of the track score are done by spontaneous quizzes assessing students' progress in certain skills. The academic success at any course is evaluated by the grade of that course. The final grade is composed of 50% of the final exam, 30% of the midterm exam and 20% of the two other selected assessment methods (e.g. presentations, projects, quizzes, papers). In addition, students are also required to prepare their graduation project based on the internship to successfully complete their programme. Grade points are in the range 0 to 100 and converted to grade points in the 0 to 4 scale and letter grades. The passing grade is set to 60. It means that in order not to fail a course, students must accumulate 60 points from grade components on average. Faculty members, full-time or part time, must specify their measurement methods of academic success, with specific exam methods, in their syllabi for each course. These syllabi can be seen in the MEBIS system. At the beginning of each semester, the academic calendar is publicly announced to the students through the IMU Internet web page. In the standard academic calendar mid-term and final exam times are specified. There is no graduation thesis in the bachelor programmes.

Appraisal:

In the view of the panel the curricula of the MBS bachelor programmes generally adequately reflect the described qualification objectives and are arranged logically, the contents of the courses are oriented towards the respective intended learning outcomes. The wide range of electives enable students to acquire competences and skills according to their individual interests.

As the programmes are in their first generation, it is in the nature of things, that design and arrangement of electives and compulsory courses are continuously reviewed by the programme management. The panel appreciates the ambitious spirit of all responsible persons they experienced during the onsite visit and encourages MBS to strengthen the idea of formal specialisations in future by also using the internship as a provider of specialisation in a future career field.

Regarding compulsory and elective contents in the programme **Banking and Insurance**, the panel recommends to change "Business Ethics" and "International Finance" into elective

courses whereas “Corporate Finance” and “Block chain and Business Strategy” could be even better compulsory.

In the view of the panel, the programme **Economics and Finance** could profit from a bit more advanced micro focus, for example by implementing a course like “game theory” or similar topics which provide strategic thinking.

The panel finds the design of the programme **Management Information Systems** plausible. However, it recommends to classify the courses “Computer-Hardware-Operations”, “Project Management” and “Enterprise Resource Planning” as compulsory to sharpen the profile of the programme. In the electives, cutting edge innovating topics as for example “Digital Transformation” or “Cyber Security” would be fruitful for the students.

In the view of the panel, the **International Logistics Management** could include more strategic than operational elements, as it does in the current curriculum. Streamlining the courses with topics like Urban Logistics or Sustainable Supply Chain Management could enhance the graduates’ profile.

The bachelor degrees and programme names of all programmes correspond to the contents of the curricula and the programme’s objectives. The concepts of all programmes were checked and approved by the Turkish authorities.

Based on the interviews, the regulations of the internship and the defined learning outcomes of seminar and graduation project, the panel appreciates the design of the internship and the graduation project in each programme, which uses the impressing contacts of the MBS to companies. They are sure that this internship, as soon as it is finally conducted routinely, will prepare the students very well for various job positions, starting with the responsibility for the application process and search. With respect to organisational issues, the panel only recommends to design a kind of “fall-back regulation” in case one student is not able to find an internship place. Moreover, theoretical questions are explained by means of practical examples in the study programmes. Case studies and project work are used in several courses.

To broaden the view of the students in all programmes various elective possibilities are offered, which in many cases enable the students to participate in subject-related courses or courses from other study fields. Hence, interdisciplinarity is part of the programmes. Furthermore, ethical implications are appropriately communicated in specific Ethics courses as well as in appropriate regular courses.

In programme specific research methodology courses and in project work students acquire methodological competences and are enabled to do scientific work on the required bachelor level.

The examination system at IMU, with the midterm and final term parts, follows the idea of a continuous assessment. This enables the lecturers (and the students) to realise at an early stage if students’ performances are below average. Thus, the lecturers can react and help students to achieve the aspired learning outcomes. The examinations at IMU are defined for all courses. The written and oral examinations check on different competences. With the passing grade of examinations at 60 points IMU is rather strict in comparison to other Turkish higher education institutions. Regarding the examinations, the panel recommends reducing multiple choice exams in favour of other more divers exam formats like reports, essays, or presentations in even more courses. As common in Turkey, bachelor students don’t have to write a final thesis in the programmes. Although the graduation project paper is a suitable way to train the scientific skills of the students, the panel recommends asking the students to write more papers to train the scientific skills of the students earlier during their studies. Overall, the panel is convinced that IMU’s examination system is checking adequately if the

students achieved the intended learning outcomes of the courses and of the programmes in general.

	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 and final thesis (Asterisk Criterion)		X		

3.2 Structure

All bachelor programmes have a projected study time of 4 years. The academic year consists of 28 weeks of theoretical training in 2 semesters (fall and spring). The workload is quite evenly spread over 8 semesters (it differs between 28 - 32 Credit Points per semester). The 8th semester consists of an internship, a seminar and the writing of the graduation project paper. Even if courses build up on each other, it is possible to interrupt the studies at IMU to study abroad for a certain period. One Credit Point equals 30 hours of academic workload and overall 240 Credit Points can be achieved by the successful completion of the programmes. For instance, a course worth 2 Credit Points generally consists of 28 hours of face-to-face lecturing in class, presenting projects, or discussing cases. The remaining 32 hours are allocated for self-studying, preparing homework, projects, presentations, and preparing for the exams. The design of courses and structural elements all adhere to the requirements of the CoHE of the Turkish Republic.

All courses of the bachelor programmes are described in course descriptions. The descriptions contain information on the Credit Points, the contact hours, the lecturer(s), the teaching language, the content, the objectives and the learning outcomes, information about the teaching method, the assessment, and literature recommendations.

The study and examination regulations of the programmes rely on the rules specified in the decrees of IMU, which are integrated in the Academic Policy of the University. The level of performance in examinations is generally aligned with the learning outcomes of the modules. The time schedules and academic calendar are announced in detail before the semester begins. The students find all information in the “Education-Teaching and Examination Directive” of the Faculty of Business and Management Sciences and in the respective Students Handbook and the Programme Catalogue (general information, information on the courses, academic regulations, information on the school, information on the campuses, and detailed information on the admission – the state organised admission system in Turkey as well as the admission regulation for foreign applicants). The regulations for the internship and the graduation project are described in two documents, the “Internship Guidelines” and the “Internship Project Writing Guide”. Both have been approved by the University Senate on 07.08.2018 (decree no. 2018/24-03). The “Internship Guidelines” contain information on

- the aim, time duration of the internship,

- the documentation and assessment through daily and weekly reports,
- the duties and responsibilities of the students,
- the supervision and weight of evaluation by an advisor (MBS) and a mentor (company) during the internship as well as
- the overall responsibility of the Internship Commission (consisting of 3-7 faculty members).

The “Internship Project Writing Guide” foresees formal requirements for the graduation project paper with regard to format, structure, citation etc.

Students may apply for exemption of courses they have already taken at another higher education institution. Exemption requests are decided by the board of governors of the School, which considers the opinion of the lecturer responsible for the possibly replaced course. The Lisbon recognition convention was signed in 2006 and came into force in 2007. ENIC/NARIC Office was established under the Council of Higher Education is the responsible body for the recognition of the foreign degrees and all Universities follow the rules set nationally.

At the beginning of each academic year, students are informed about the schedule of exams, national and religious holidays, and any other types of occasional breaks. The details of academic performance measurements and exams are communicated through course descriptions along with the student information system under the MEBİS. The course descriptions are traditionally handed out to the students and explained in detail during the first lecture of each of the courses. Moreover, the MEBİS system allocates a space for each course, where professors can share their course descriptions, study guides and notes, extra reading materials, and/or links for useful resources.

In general, each course uses 14-week time spans for lectures and other learning tools. After six or seven weeks, students take their in-class midterm exams. After midterm exams, they continue their programme for another six to seven-week time span. After the second cycle ends, students prepare to take their in-class final exams.

In order to gain a passing grade, students must accumulate 60 points out of 100, and the final exam grade must be a minimum of 50. If they fail the final exams, or if their final grade remains under 60, they may take a make-up exam which counts as a substitute for the final exam. After successfully finishing their studies the graduates receive a diploma supplement.

Each student is assigned an academic advisor. Advisors help students to choose tracks and elective courses, offer solutions to the academic problems, answer their questions, and help them meet their own career expectations. Students can see their advisors during their office hours or contact them at any time via MEBİS.

The principle of equality and the ban on discrimination have been introduced in Turkey's Constitution. Turkey also signed the Convention on the Elimination of All Forms of Discrimination against Women and accepted the international norm of gender equality. In addition, there is a specific document prepared by Turkey's CoHE from 2015 regarding gender equality. In regard to equal opportunity, Turkey's Higher Education Law stipulates that in higher education, all measures shall be taken to establish equal opportunities for all citizens. Similarly, IMU respects all those international and national norms of gender equality and equal opportunity. In SHSS programmes, the male/female student ratio is almost 50 percent. In the Health sector the number of female students is higher than the number of male students.

There are many financial support programmes for disadvantaged groups, including low-income students and disabled students. There is a wide variety of scholarship opportunities in Turkey for Turkish citizens (100%, 50%, and 25% scholarships) as well as international

students (25% to 50% scholarships). Students with 25% or 50% scholarships receive an additional 10% discount if they are children of martyrs or war veterans. There are many IMU students who come from poor backgrounds who benefit from economic aid and financial support.

At IMU, disabled students are an integral part of the university community. As such, they have a general entitlement to the provision of education – and especially examinations and assessments – in a manner that meets their special requirements. Regarding both the physical environment and institutional culture IMU desires to accommodate their needs as much as possible. For example, there are toilets and parking spots specifically for disabled people only. In the university library, there are resources for visually impaired individuals.

Appraisal:

The bachelor programmes' structure follows the ECTS standards and supports the smooth implementation of the curricula. It enables students to reach the defined learning outcomes. The programmes consist of courses and assign Credit-Points (CP) per course on the basis of the necessary student workload. The internship, graduation project and seminar are designed and integrated in such a way that CP can be acquired. The course descriptions provide detailed descriptions of intended learning outcomes and the information defined in the ECTS Users' Guide.

IMU has legally binding study and exam regulations, which contain the rules and procedures of the study programmes. The regulations are in line with the national Turkish requirements. The study programmes are designed so that students can study for a certain time at other higher education institutions and do their internships without any extension of their overall study time. Both recently developed documents for the internship contain all necessary information and regulations and are legally binding.

Transfer of courses and exams from other higher education institutions is possible and follows the Lisbon convention. The deciding board at IMU is defined. Furthermore, IMU provides its graduates with diploma supplements which show the students grade point average. A relative grading according to European standards is not included in the diploma supplement. Hence, the panel recommends the accreditation of the study programmes under the **condition**:

IMU provides graduates with a relative grading which shows the students' grade point average in relation to the grade point average of the whole cohort and shows official regulations regarding this point.

The feasibility of the study programmes' workload is ensured by a suitable design of the curricula. The workload of the courses seems plausibly calculated. Regarding workload evaluation see chapter 5. The number and frequency of examinations is high but follows the concept of continuous assessment of the students' achievements of objectives. Overall, in the view of the panel the examination system is adequate. The panel appreciates the student-advisor-system very much, which provides the students with guidance and support. The feasibility of the study programmes was confirmed by the students that were participating in one talk round during the on-site visit at IMU.

The HEI follows the Turkish regulation in general and for higher education by ensuring gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal requirements throughout the programmes and examinations. Students in no matter what circumstances and from diverse backgrounds have the possibility of receiving scholarships and financial aid.

	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)		condition		
3.2.2*	Study and exam regulations (Asterisk Criterion)		condition		
3.2.3*	Feasibility of study workload (Asterisk Criterion)		x		
3.2.4	Equality of opportunity		x		

3.3 Didactical concept

IMU points out, that it's didactical concept is committed to high-quality education in international standards. Following this commitment, the curricula are set on theoretical knowledge supported by current research results and case studies regarding the practical business world. Concordantly, the programmes offer a learning environment that provides students with business-focused knowledge and skills together with a global perspective to prepare them for managerial and entrepreneurial positions/ managerial positions in the health sector.

Each course is assigned to an instructor who has been studying in the given course area. The assigned instructor functions as the coordinator of the course and leads other lecturers in designing the content, teaching methodology and materials of the course. All lecturers of that given course follow the jointly designed course syllabus. Each syllabus contains the purpose, content, learning outcomes, teaching methodology, materials and assessment designed for checking on the achievement of the learning outcomes. Moreover, programme curriculums and each course's syllabus are uploaded to the MEBIS system.

Most of the lectures are given in a two-hour slot accompanied with lab assignments, case studies and problem-solving studies. With a practice-oriented teaching mind-set, lab assignments, case studies and problem-solving studies target at combining theoretical knowledge with best practices and innovative applications in the business world. Cases, projects and presentations are also teaching methods used by lecturers to ascertain the active participation and learning of the students. Thereby, for the preparation of students to the business world, all programmes embrace theory-based methods like discussions, exams, term projects and practise-based methods like workshops, laboratory works, internships and the graduation project.

For a mutual understanding of the learning outcomes, coordinators and lecturers select the learning materials. To create an awareness of different academic perspectives, lecturers use internationally acknowledged course books together with lecture slides and notes they prepared. Further supporting materials can be distributed during lectures. Coordinators and lecturers ascertain that the course materials are up-to-date at the beginning of each term in the department meetings. All course materials are uploaded on MEBIS at the beginning of the term. Moreover, students can also attain course notes, slides or case studies at the copy centre of the university.

MBS encourages faculty members to invite guest lecturers to their classes and seminars. Lecturers come from diverse industries to share their sectoral experiences. The student clubs of the faculty are also active in inviting guest lecturers. As an example, among many other activities, the Management and Economics Club recently invited four managers from automotive, electronics, textile and education industries to share their ideas on the industrial developments and future trends. The club also arranges on-the-job trips to real-life working atmosphere. Concordantly, the faculty and the student clubs encourage students to participate actively in these events by offering certificates.

The programmes each employ one full-time research assistant and teaching assistants. In the faculty, research assistants do not give lectures but carry out tutorials, assess student projects or academic activities and help lecturers prepare their courses. They also act as exam invigilators.

Appraisal:

The didactical concept of the programmes is described, plausible, and oriented towards the programmes' objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects. During the on-site visit the panel members had the possibility to survey the accompanying course materials of all courses. They came to the conclusion that the quality of those materials varies but on balance was of a good, sometimes outstanding and that overall the quality meets international standards. The materials are digitally accessible, user-friendly and encourage students to engage in further independent studies. Regarding the used literature the panel recommends to have a stronger focus on keeping it in English language.

Guest lecturers are invited and contribute to the student's qualification process with their special experience from professional practice. Lecturing tutors are not declared part of the didactical concept, but personal advisors, research and teaching assistants serve the students in a comparable way.

	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

The focus of the programme **Banking and Insurance** is a national one. However, several courses deal with international aspects and should equip the students with knowledge and skills needed in an international work environment: Information Technologies, Financial Risk and Derivative Markets, International Finance and Professional Ethics.

The field of **Human Resource Management** is per se a non-national topic. International literature, theories, cases, etc. are essential for an up-to-date programme, which shall provide the students with necessary knowledge, skills and methods to successfully work in the various fields of HR. Regarding successful studying and international employability adequate English language skills are essential. Therefore, the English courses in the Turkish taught **Human Resource Management** programme are very important for achieving IMU's aim regarding internationalisation.

Business Administration and Economics and Finance, only taught in English, as well as **International Trade and Finance, Management Information Systems and International Logistics Management in both versions** aim to work in a global environment. Thus, courses and course materials offer international business topics related to the specific study field. The content of courses e is also supported by international

management experiences, problem and case sessions, especially designed to discuss related management topics in an international context.

The Turkish versions of the programmes use the same course material in Turkish language. The English language courses help the students to strengthen their English level and to enable them to work with English language books and course materials. Moreover, IMU offers some elective foreign language courses that can be selected to improve writing and speaking skills separately. Also, students can choose electives from other programmes that would enrich the international focus.

As IMU aims adopting the standards of European higher education, the teaching and learning outcomes are designed in parallel with the Bologna Accords. Therefore, the European Credit Transfer System, as an element of the Bologna Process, is used to make the programmes internationally accepted and recognised. IMU has also acquired the Erasmus+ University Charter and is currently establishing bilateral agreements with many European higher education institutions.

At present the numbers of international students are very low. In 2016 only 426 out of 20318 students at IMU came from abroad. Nonetheless, IMU aims to increase that number by strengthening its international profile and offering more English language study programmes. Furthermore, IMU currently intensifies its activities in ERASMUS+ exchanges (see also chapter 4.3).

Many of the faculty members have international experience in educational or professional areas. Some lecturers received their graduate or PhD degrees abroad and some have working experiences at international companies or organisations. To stay up-to-date, faculty members attend international conferences or seminars and publish papers internationally. IMU organises the “Farabi Talks” series, which hosts international experts to speak (in English) on contemporary topics and developments in their specialisation area. This platform is formed to provide the sharing of experiences in various institutions such as universities and private institutions as well as non-profit organisations. There are two sessions in each Farabi Talks events: a lecturer's speech and a led discussion group. Farabi Talks is carried out at least once per month.

Appraisal:

International contents are sufficiently part of all curricula. Internationally oriented students are thus prepared for the challenges in an international working environment. The students are enabled to act in an intercultural environment especially through practical examples in case and projects.

The international composition of the faculty (teachers with international academic and/or professional experience) promotes the acquisition of international competences and skills. This was confirmed by the CVs of the teaching staff.

At present, the student body at IMU is rather national. IMU strives increasing the numbers of international students in its study programmes. The panel appreciates IMU's activities in ERASMUS+ exchanges and the implementation of study programmes in English language. It recommends fostering such efforts to enable foreign students to study at the university.

The proportion of foreign language courses and used materials in the Turkish language versions of the study programmes corresponds with the qualification objectives of the study programmes. In the English language versions the instruction language is clearly a key element of the study programmes' profiles.

	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	X	
		For the English programmes	For the Turkish programmes		

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

Besides each programme offering related area-oriented skills, MBS also pays special attention to the social and personal development of students. Parallel to MBS's commitment to life-long learning and self-improvement, different programmes provide different courses such as

- Introduction to Behavioural Science,
- Organisational Behaviour,
- Cultures, Civilizations and Ideas,
- Community Service Involvement,
- Entrepreneurship,
- Professional Ethics and
- Negotiation Techniques

in order to raise awareness of the complexity of interpersonal relations and organisational life. Furthermore, for different programmes, there are different courses such as

- Business Communication I-II,
- Academic Oral Presentation,
- CRM in Banking and Assurance,
- Team Building and Dynamics and
- Public Relations

which aim to develop students' communication, leading and critical thinking skills.

Appraisal:

The defined learning outcomes as well as the methodical approaches within the didactical concept show a significant relevance of communication skills as well as cooperation and conflict handling skills being conveyed. Conflict-handling skills are part of the scientific and social components of the curriculum and of the advising processes of the teaching and administration staff.

	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)

MBS aims to bring innovation into the curriculum and teaching programmes. In accordance with this aim, each of the programmes not only endows students with programme-related knowledge and skills to be competitive in the market, but also covers supplementary courses for social and personal development. For the managerial skills, both lecturers and industry professionals support theoretical knowledge with industry-related cases providing the link between theory and practice. As an example, the 'Entrepreneurship' course helps to give insight into entrepreneurship both in a local and global context. The internship together with the graduation project also aims to prepare students for the business world before graduation. Thereby, the graduates of the Medipol Business School shall be equipped with these competencies:

- Ability to combine theory and practice
- Functional knowledge of business areas (accounting, finance, marketing etc.)
- Ability to conduct market research and to follow the international business world
- A good command of oral and written business language
- Computer skills to conduct business
- Understanding of global business ethics
- Ability to work in teams and resolve conflicts
- Understanding of diversity in the workplace
- Understanding the importance of personal development and social skills.

Appraisal:

The panel has no doubt that the graduates of all programmes will be employable, given the application orientation of the programmes. The combination of theory and practice, not least because of the internship including the graduation project and the cooperation with companies offer the upcoming graduates an access to later employments.

		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 Council of Higher Education (CoHE) ensures the academic qualifications by defining the respective criteria for both lecturers and departments of all universities in Turkey.

According to the relevant CoHE Regulation, in order for a department (consisting of teaching members and instructors) to be founded, the department should have at least three PhD holding members in the relevant field.

A teaching member may have an assistant, associate or full professorship with a PhD degree in the relevant field. An assistant professor has to be academically approved by a jury of three faculty members based on a score showing sufficient academic competency on the IMU's Academic Personnel Evaluation Form scale, which measures academic qualification.

An associate professor has to be additionally approved by the Inter-University Board Presidency (Üniversitelerarası Kurul Başkanlığı – ÜAK), established by the state with the Law No. 2547 in November 1981. This title is acquired through satisfying numerous publication criteria set by ÜAK and succeeding in a verbal scientific exam in front of a jury composed of randomly selected full professors from all over the country. A full professor should have at least five years of experience as associate professor.

In order to be qualified as teaching member of an English-language department or as lecturer of an English-language course, one has to have a score of 80 or above on a nationally recognised foreign language exam such as the Proficiency of Foreign Language Determination Exam (YDS) or having an equivalent of that score or above on an international foreign language exam that is accepted by CoHE, such as TOEFL.

To be qualified as an instructor, one has to hold at least a Master's degree in the relevant field or holding a Bachelor's degree in the relevant field with at least 10 years of real sector experience. Moreover, an instructor should have a score of at least 70 out of 100 in the Academic Personnel and Graduate Education Exam (ALES), a score of 50 or above out of 100 on a nationally recognised foreign language exam such as the Proficiency of Foreign Language Determination Exam (YDS) or having an equivalent of that score or above on an international foreign language exam and has to pass a science exam to enter the university. The decision is in favour of the one who has the highest score composed of these three exams.

The School of Business and Management Sciences (BMS) consists of 34 (31 of them hold a PhD degree) full-time lecturers and 22 part-time lecturers, 18 of whom are within the university and 4 of whom are outside the university. In addition, the faculty has 9 research assistants who do teach but rather assist teaching members of the faculty in their research.

Academic research is highly valued in both the faculty and the university. Academic staff is expected to publish regularly research articles. IMU emphasizes and rewards publications by using a detailed research promotion scheme. In that regard, in 2017, 71 academic publications have been made by the faculty staff including 8 books, 13 book chapters, 27 peer-reviewed international articles and 23 papers (4 national and 19 international), which were presented in conferences and later published in proceedings.

Most of the faculty members have many years of teaching experience in various universities across the country. IMU aims to introduce an extensive 48-hour long online training scheme for all its lecturers. Within this scheme, lecturers shall train and earn pedagogical and didactical certificates. 75 % of the faculty members have worked in diverse positions like human resource specialist, auditor or president in the past and still have close business contacts with firms from different industries. The HEI states that the dean of the faculty worked for one of the largest businessperson associations, MÜSİAD, in different positions

including secretary general for years. One of the faculty members is a board member in the Turkish Wealth Fund and another one is a senior advisor to the President of Turkey. Moreover, several faculty members make regular appearances on leading media outlets (TV channels, newspapers and magazines) in Turkey and some faculty members have close contacts with the leading think tanks such as SETA.

Cooperation among faculty members is ensured through periodical meetings of differing scopes and aims. There are at least two faculty-wide meetings, two department-level meetings and one management-level meeting per semester in which the faculty members evaluate the current situation of the faculty in general and of departments in particular in terms of teaching and curricular effectiveness and discussing possible ways and methodological changes to improve overall teaching quality. In these meetings, decisions are made by popular vote after evaluations and discussions. Course coordinators are nominated for every course that is taught by more than one lecturer. These coordinators, who are themselves lecturers of these courses, hold meetings with other course lecturers at least once every semester. In these meetings, course lecturers reach a common ground in which the overall quality of the course is assured, and all the lecturers are aligned in terms of teaching methodology and materials.

At the beginning of each academic year, the departments conduct orientation programmes in which new students are informed of their development opportunities and responsibilities. Every student has an appointed advisor/mentor and students are encouraged to consult their advisors on course academic development, problems encountered, registration, internship process, etc. In addition, all faculty members have specified office hours for students announced on doors and in the syllabi. Moreover, students can and are encouraged to reach their advisors through MEBIS and e-mail whenever they need advice and/or information.

Appraisal:

To the conviction of the panel the composition of the teaching staff regarding the quantitative and qualitative requirements suits the demands in order to fulfil the study programmes' objectives, qualification levels and skills to be conveyed. Both the academic and the professional qualification ensure that the qualifications determined by the learning outcomes will be met. The number of teaching staff also fits with the amount of students and courses and is deemed adequate by the panel to make sure that every student may achieve the aspired level of qualification.

The CV's and the impressions in occasion of the on-site-visit meeting with lecturers and managing staff justify the panels' certainty that the faculty staff is well-chosen in terms of the required professional and academic level as well as the pedagogical and didactical qualification. The appropriate institutional processes are highly suitable and lead to adequate results. The practical business experience of the faculty reflects this efficiency and suits with the programmes' requirements of integration of theory and practice. The high number of full-timers and the allocated opportunities of measures of further qualification find the panels' explicit consent.

Within the study programmes the University's procedural structures care for a frequent cooperation of the faculty members with each other for the purpose of tuning the modules towards the overall qualification objectives. Thereby, meetings considering all teachers in the programme take place regularly. An active and engaged counselling of the students by the teaching personnel has been affirmed by embedded students in the interviews during the on-site-visit. The panel found this guiding and counselling service to be an integral part of the work of both full-time and part-time lecturers.

	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 dean is ultimately responsible for the overall academic outcome of the departments. Thus, the dean ensures that the curricula of the departments are implemented to meet quality targets and updated in a timely manner. In addition, the dean oversees and supervises departmental course syllabi and their proper implementation. Moreover, the dean oversees the general academic success level of the students of the programmes and takes necessary actions and measures when needed.

The administrative staff of the faculty, which consists of the dean, faculty board, heads of the departments, course coordinators, advisors/mentors of the students and faculty members, has an integrative role between the students and the faculty and ensures that the procedures and processes are carried out smoothly.

In addition, all procedures and processes regarding programme management and the administration are documented and can be accessed by the faculty members and students through the university website.

IMU's international office coordinates international mobility programmes – particularly the Erasmus+ programme. More specifically, student mobility and internship programmes, as well as staff exchange programmes, are organised within this office. The international office is also responsible for initiating and implementing collaborative agreements, IMU's incoming exchange student flow and organising programmes for international delegations visiting IMU at the university administration level.

Students always take part in the decision-making processes through the student council. Student council participates in board meetings and has the authority to represent students. The meetings are an effective way to ensuring that applicable decisions are made in line with the needs of the students.

The administrative staff itself is provided with further qualification possibilities (e.g. via courses in the fields of IT, languages, communication, etc.). Moreover, staff members are supported when they participate in educational programmes or postgraduate studies at IMU or elsewhere.

Appraisal:

The University ascertains that each study programme is provided with a programme management, responsible for the development, continuous comparison with the permanently changing requirements of the professional stakeholders sphere and the implementation of scientifically and academically indicated changes. Within its scope of responsibility the programme management can rely on the supporting assistance of the different University's administration departments, depending on the target bearing of the contemplated measures or initiatives.

The study programmes management not only cares for the implemented contents of the programmes but also arranges and coordinates the internal programme coordination between all teaching staff and the affected administrative departments. It serves as a kind of service provider for the attending students and their academic, private and even financial worries where necessary.

IMU 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

IMU cooperates with several academic institutions abroad in order to enhance the exchange of students and lecturers as well as to conduct joint research activities or academic meetings/ conferences. Currently, the faculty cooperates with the following universities:

- Universite Catholique de Lille (Lille, France)
- Sciences Po Lille (Lille, France)
- Hochschule Hamm-Lipstadt (Hamm, Germany)
- Comenius University in Bratislava (Bratislava, Slovakia)
- D.A. Tsenov Academy of Economics (Svishto, Bulgaria)
- University of Niš (Nis, Serbia)
- Titu Maiorescu University (Bükreş, Romania)
- Lillebaelt Academy of Professional Higher Education (Odense, Denmark)

The cooperation with business enterprises is an important part of the study programmes of MBS. As the students have to do their internship during one semester the faculty members cultivate their close contacts to the business world. IMU plans to implement a platform where the students can choose the company they are interested to work with. Companies themselves shall be able to advertise internship vacancies with regard to the respective study programme.

IMU holds, thanks to a strong personal contact to the Istanbul Chamber of Commerce, contact with 200 companies, among them

- Doğuş Energy
- Pegasus Airways
- Deloitte
- Kiğılı
- Aysis Atik Yönetim Sistemleri A.Ş. (Waste Disposal)

- Amgen İlaç Tic. Ltd. Şti (Pharmaceuticals)
- Allianz Sigorta A.Ş. (Insurance)
- Anadolu Sigorta A.Ş. (Insurance)
- Compugroup Medical Bilgi Sistemleri A.Ş. (Insurance & MIS)
- Eczacıbaşı Sağlık Hizmetleri A.Ş. (Pharmaceuticals & Health Services)
- İstanbul Provincial Health Directorate (Government)
- Liba Laboratuvarları A.Ş. (Pharmacy)
- Mapfre Genel Sigorta A.Ş. (Insurance)
- Sampo Japan A.Ş. (Insurance)

As one result of the close cooperation with the business world, events as there are for example the MEC Talks in December 2017 are organised.

Appraisal:

At present, international cooperation with other universities exist, but does not have a strong impact to the programmes. IMU strives increasing the numbers of cooperation, therefore, the panel recommends, taking into account the international scientific work of the instructors, to use more international conferences and platforms to improve cooperation abroad.

In the view of the panel, the cooperation with business enterprises is above average. Not only that companies were included in developing the programmes before their start in 2014, moreover, the cooperation build the basis for the upcoming internship and are foreseen to finish the profile building of the graduates. The design of the internship requires a solid teamwork of company mentor and MBS advisor. During the interviews the panel experienced that the contacts are not only paper based but characterised by strong personal relations. That's why they're are convinced that both MBS and companies will significantly contribute to the development of qualifications 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

The total area allocated for educational facilities at IMU is 14,878 square meters. The classrooms are technologically equipped with Smart Board equipment, whiteboards and projectors. Free Wi-Fi is available to our students in all classrooms and university buildings. The five computer labs with 322 computers at IMU do not only host applied courses but also serve students in their research and assignments. They offer access to programmes like Microsoft Office, MS SQL server, KNIME, DOT NET Studio, Dev C ++, Android Studio, JAVA, SPSS and STATA. All rooms and facilities are accessible by several lifts.

The IMU library consists currently of 27.317 books and 198.616 e-books, which are composed of different languages (Turkish 70%, English 20%, and other languages (German,

Russian, and Spanish) 10%). Faculty members regularly check whether books and other sources in the library are adequate and up-to-date. Books and other sources related to the School of Business and Management Sciences are updated regularly based on the demands of the faculty members. Also, students are allowed to request a new book from the library. The library offers access to several data bases, such are:

EBSCOHOST, Emerald, Heinonline, HukukTürk, IEEE, iThenticate, JStor, Kazancı Hukuk, MicroMedex, OVID-LWW, Sage, ScienceDirect, SciFinder, Scopus, Springer, Taylor & Francis, Turnitin, Türkiye Atıf Dizini, Uptodate, Web of Science and Wiley.

During the semester, the library's opening hours are from 08:00 until 22:00 on weekdays and from 09:00 until 19:30 on weekends. During the semester break, it is open from 09:00 until 17:00 on weekdays and is closed on weekends. The IMU library also enables staff and students to use DeepKnowledge, an online platform that enables library end-users to simultaneously conduct searches on various subscriptions and online resources and retrieve the results in a consistent and ranked format, as well as gain remote access to full-text articles, journals and books.

Appraisal:

In the view of the panel, the number and size of teaching rooms and the equipment of all learning facilities are in line with the needs described for all programmes, also taking into account the high rising of the student numbers. The campus is fully equipped with modern information technology. Free access to a Wi-Fi network is available for students. The building is equipped with elevators and offers barrier-free access. Access to the internet through laptops via wireless LAN is provided free of charge. A sufficient number of group working rooms is available.

The opening hours of the library take students' needs sufficiently into account. Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The literature expressly required for the study programme is available in the library and also kept up to date.

	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		

4.4 Additional services

IMU has recently launched a career centre to further connect the university with the business world and to assist its students with career planning, résumé building and preparing for job searches. The career centre shall announce job and internship opportunities and aims at helping the students to find employment and internships in the sectors and companies that are best suited to them. The career centre started organising annual job fairs where employers can introduce their companies and declare their available job positions and students have a chance to contact with potential employers in order to find suitable jobs.

At IMU, student clubs are also actively participating in the career development objectives of the students. For example, the Human Resources Student Club organised a Career Summit

2018. A variety of CEOs from worldwide brands such as Mercedes, Siemens and Arçelik contributed to this activity.

IMU has an alumni association that aims at connecting graduates, current students and faculty members. The programmes will have their first graduates in the upcoming semesters. MBS is currently establishing alumni activities to build a fruitful network of graduates. IMU manages the alumni database via its own educational information system MEBIS. IMU also conducts surveys of its graduates to monitor their employment situation and to take feedback about the impact of the university education on their business life (see chapter 5).

Appraisal:

Career counselling and placement services are offered to the students and graduates to promote their employability. The panel has no doubts that IMU provides sufficient resources for such activities. An alumni organisation is currently being set up with the aim of developing an alumni network. During the on-site visit the panel talked to the responsible staff members for alumni activities. Those described the process of implementing an alumni network for the study programmes and talked about the ongoing and planned activities like get-togethers on special occasions or in conferences. Social Media (e.g. Facebook) is also used to get and stay in touch with former students of IMU. The outcomes of IMU's alumni activities will be important in a possible re-accreditation of the study programmes.

		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)

IMU has a foundation university status and financially sustains itself. Based on the legal regulation published in the Official Gazette and becoming effective on 1 December 2005, foundation universities in Turkey shall not aim to make profits for their operations. Tuitions constitute one of the most important financial resources of the IMU. Additionally, foundation universities may get financial support from the Ministry of Public Finance.

IMU prepares annual budgets to manage its costs and match it with revenues. The annual fees for the study programmes of both schools for the year 2017-2018 vary between 18.900 TL and 24.515 TL (~3.075 – 3.990 €). The tuition fee is payable in 9 instalments. Students receive a minimum of 25% scholarship. Full-scholarships and 50% scholarships are also available and awarded depending on the success in the university entrance exam. There are several other scholarship opportunities provided to IMU's students.

Every foundation university in Turkey is assigned a protector public university; if CoHE identifies fraud, abuse or any type of malpractice protector university may take over the administration of the foundation university. The protector of the IMU is Eskişehir Osmangazi University.

Appraisal:

IMU's study programmes finance themselves through tuition fees, which cover the running costs. The CoHE and a protector university check regularly on the university's finances and would react if necessary. Within the limits of a review process and with regard to the financial situation of IMU in recent years, the panel concludes that financial stability is ensured for the current programmes' cycles 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

IMU senior leadership and the University's Quality Board adopt a Total-Quality-Management approach in their search for excellence. The Deming Cycle, which is among the fundamental pillars of Total-Quality-Management, is adopted and utilised by IMU. The cycle starts with planning ahead for changes and predicts the results. Then the plan is executed by taking controlled small steps. The results are then studied and checked against the expected outcomes. Finally, IMU takes actions to standardise the process if it resulted in positive outcomes.

Following the principles of the University's Quality Board and IMU's strategic objectives, MBS is determined to improve academic standards and quality in higher education. To achieve this target, IMU has established a managerial scheme; thus, it can easily monitor the efficiency and effectiveness and take appropriate actions when the need arises by:

- ensuring that / evaluation if the programmes remain up-to-date;
- ensuring that theory and practice are successfully combined in all course;
- ensuring that feedback from stakeholders (students, graduates, the practice) has been channelled into new policy decisions by department chairs;
- evaluating the extent to which the intended learning outcomes are being attained by students;
- ensuring that shortcomings are identified and helpful solutions are produced in a periodic manner.

In Quality Circle meetings, faculty and administrators gather regularly to solve problems and discuss the progress of the schools towards the goal of becoming one of the best higher education institutions in Turkey. By implementing the best practices on teaching/research/administrative dimensions IMU aims for continuous improvement and excellence.

IMU has established a student evaluation system. According to this system each course is evaluated by the students. These evaluations are made online through the MEBIS starting from the midterm exams up until the end of the semester. In their evaluations, students can write their anonymous review of the course and give their feedback on the course quality. This evaluation provides feedback to IMU on how the content and the structure of the courses are perceived by students and how they assess the quality of the faculty. Additionally, students answer open questions on which aspects they like and dislike about the lectures as well as what suggestions they can make to improve the courses' contents. In addition, a student satisfaction survey is held once a year, which collects comprehensive student feedback on all aspects of the university. The quality board of the university evaluates the survey and shares relevant results with the departments to shed light on areas that need improvement. The results are also evaluated in faculty meetings. Furthermore, the schools organise regular meetings with students' representatives to receive additional feedback.

IMU is currently implementing and testing a workload evaluation, which checks if the estimated workload of the courses is in line with the actual workload. The new evaluation shall be used in all study programmes university-wide, starting in 2019.

Education committees of both schools aim to systematically and continually develop the content, processes, and learning outcomes of the bachelor programmes. Therefore, both the education committee and the dean regularly evaluate the course descriptions. Further, the deans and department heads have critical roles in the quality improvement practices. For instance, they evaluate each instructor's syllabus and lectures and give recommendations and supporting ideas to improve the quality of courses.

There are also regular satisfaction surveys for academic and administrative staff at IMU, where the staffs are asked for feedback on quality issues. The quality board of the university evaluates these surveys too and shares relevant results with the departments and in faculty meetings.

IMU sees alumni opinions as an important pillar of quality assurance. IMU started conducting an alumni survey to monitor job status of its graduates and receive feedback on the compliance of the contents of its programmes with labour market needs. These questionnaires also collect feedback related to the particular programme the graduate studied. In addition to alumni, feedback from cooperating companies (providing internships for students, or projects partners such as municipalities, etc.) is collected via questionnaires. Furthermore, the representatives of the companies are invited to give feedback on the students' vocational and actual work performance during regular face to face meetings. Get-together events have been launched for external partners (e.g. in April 2018 with the participation of ten company representatives) to collect feedback in a relaxed environment. Furthermore, IMU is audited and supervised by the Council of Higher Education every year. CoHE also makes regular on-site visits. Based on its assessments, CoHE makes suggestions to correct the deficiencies and to enhance and promote quality assurance.

Details of the programmes are provided online on the university's website and through the following documents:

- Student Handbook provides students with general information about the study programme and gives more specific information about courses, admissions, academic information, academic regulations, course descriptions and information about the campus.
- Programme Catalogue: includes general information about the programme, academic policies and detailed information on admission.
- Students' Information Folder: includes relevant information for international students and Turkish students. Information includes overall structure of IMU and the respective department, administrative processes and contact details of relevant staff and advisors. All student information and data are recorded by Student Affairs and can be tracked through Internet based services (programme website and MEBIS system).
- MEBIS system: Students can access various information along with course documents through their MEBIS system.

These documents are regularly updated and easily accessible for interested parties.

Academic, social and club activities support the visibility and the reputation of IMU and relevant programmes. Therefore, all activities taking place in the academic year are regularly documented. The accurate and relevant information related with activities is also announced on the website and social media accounts. Furthermore, research activities are published in an annual report by IMU. Such reports are delivered both to the CoHE and to the Association of Universities and are available upon students or their families' request.

Appraisal:

The university's Quality Board systematically and continuously monitors and develops the quality of the study programmes at IMU. The activities aim at checking and developing the programmes contents, processes, and outcomes. Following the Deming Cycle, IMU takes into account evaluation results and feedback from different university stakeholders. The departments, faculty members and students participate in the processes and are informed about the analysis results and taken measures.

Evaluation by the students on course level as well as regarding general satisfaction at IMU is carried out on a regular basis and in accordance with a prescribed procedure. The panel appreciates the efforts to increase the feedback percentage as well as the implementation of

the workload evaluation in all study programmes and explicitly pointing out the importance of checking whether the estimated and the actual workload correspond. The questionnaire used was presented during the on-site visit and seems suitable for receiving relevant data. The outcomes of this evaluation and the handling of the results will be very important topics in a possible re-accreditation process of the study programmes.

Academic and administrative staff is involved in a survey, too. The departments and faculties meet regularly to keep everyone up-to-date and to discuss quality issues of the study programmes. An external evaluation is carried out on a regular basis and in accordance with a prescribed procedure. It consists of surveys as well as personal meetings. The outcomes are used by the Quality Board for quality development purposes.

Information on the study programmes, including contents, curricula, admission, regulations and contact possibilities) are suitably documented and published on the university's website. IMU regularly publishes current news and information on its general activities and activities in the study programmes. The panel realised that there is less website content regarding the English language programmes than for the Turkish language programmes. E.g. on the websites for English language bachelor programmes the elective courses or information on the teaching methods are presented in Turkish language. With IMU's aims regarding internationalisation in mind the panel recommends providing all information for the English language programmes in English language.

		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: Istanbul MEDIPOL University, Turkey (IMU)

Bachelor programmes:

Banking and Insurance (Turkish language)
 Human Resource Management (Turkish language)
 Business Administration (English language)
 Economics and Finance (English language)
 Management Information Systems (Turkish language)
 Management Information Systems (English language)
 International Trade and Finance (Turkish language)
 International Trade and Finance (English language)
 International Logistics Management (Turkish language)
 International Logistics Management (English language)

		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		

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
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)				condition	
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 For the English programm es	X For the Turkish programm es		
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			

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
Criterion)					
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 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			x		
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		