

# Decision of the FIBAA Accreditation Committee for Programmes



**103<sup>rd</sup> Meeting on June 30<sup>th</sup>, 2017**

**Project Number:** 15/098  
**Higher Education Institution:** Near East University, Nicosia, Turkish Republic of Northern Cyprus  
**Study Programme:** Business Administration (BBA)

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

According to § 7 (2) in conjunction with § 10 (1) in conjunction with § 10 (2) of the “Special Conditions for awarding the FIBAA Quality Seal for Programmes”, the study programme is accredited with two conditions.

Period of Accreditation: June 30<sup>th</sup>, 2017 until the end of spring semester 2022

Conditions:

- NEU shows official regulations regarding the following points:
  - The non-acceptance of the transfer of an applicant from another HEI to NEU is only possible if NEU proves that the learning outcomes of the applicant's courses from the other HEI are substantially different than NEU's courses/learning outcomes.
  - NEU provides graduates with a relative grading which shows the students' grade point average in relation to the grade point averages of the whole cohort.
  - Students with disabilities who are not able to take a specific examination are offered an alternative examination form.  
(see chapter 3.2).
- The University shows a concept of quality assurance for the study programme, which explains the University's approach of collecting information/data, analysing the results and derives measures for the development of the programme.

Proof of meeting these requirements is to be supplied by March 29<sup>th</sup>, 2018.

The FIBAA Quality Seal is awarded.



## Assessment Report

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**Higher Education Institution (HEI):**

Near East University  
Nicosia, Turkish Republic of Northern Cyprus

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**Bachelor study programme:**

Business Administration

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**Qualification awarded on completion:**

Bachelor of Business Administration (BBA)

# General Information on the study programme

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**Brief description of the study programme:**

The objective of the Business Administration (BBA) programme is to educate future managers and entrepreneurs by investigating major functional areas of business activity. The programme considers the basic rules and principals of modern business administration in a developing, changing and globalising world in theoretical and practical manners. Hence, the programme aims to provide the knowledge, skills, and abilities needed to become an effective entrepreneur and manager in a variety of organisational settings, both national and international. The curriculum has been designed to introduce students to the major business functional areas of management, marketing, production, finance, accounting, and human resources.

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**Type of study programme:**

Bachelor programme

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

four years, 240 ECTS points

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**Mode of study:**

full-time

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**Didactic approach:**

study programme with obligatory class attendance

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**Double/Joint Degree programme:**

no

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

one at a time, about 100 students

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**Programme cycle starts in:**

both fall and spring semester

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**Initial start of the programme:**

1988

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**Type of accreditation:**

initial accreditation

# Procedure

A contract for the initial accreditation of the study programme Business Administration (BBA) was made between FIBAA and Near East University on October 28<sup>th</sup>, 2015. On April 26<sup>th</sup>, 2016, 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. Peter Mayer**

Hochschule Osnabrück, University of Applied Sciences  
Professor of General and International Economics

**Prof. Dr. Hans-Hubertus Bleuel**

Hochschule Düsseldorf, University of Applied Sciences  
Professor of International Management

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

Middle East Technical University, Northern Cyprus  
Assoc. Prof. of Electrical Engineering  
Assistant to the President

**Tim Ackermann**

Lidl Stiftung & Co. KG, Neckarsulm  
Global Head of Talent Acquisition & Experience

**Julia Ekhardt**

Hochschule Neu-Ulm University of Applied Sciences  
Student of Economics (Bachelor)

FIBAA project manager:  
Ass. jur. Lars Weber

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 April 27<sup>th</sup>/28<sup>th</sup>, 2017 at the HEI's premises in Nicosia. The same cluster included an appraisal of the Bachelor programmes Economics (B.A.), Banking and Finance (B.A.) and International Relations (B.A.). 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 June 7<sup>th</sup>, 2017. The statement on the report was given up on June 15<sup>th</sup>, it has been taken into account in the report on hand.

# Summary

The Bachelor programme Business Administration (BBA) offered by Near East University fulfils with few exceptions the FIBAA quality requirements for Bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on June 30<sup>th</sup>, 2017 and finishing on the end of spring semester 2022, under condition. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid at the time of opening of the procedure, and with the Bologna declaration.

The panel members identified needs for improvement regarding the following aspects: Examination regulations and quality assurance. They recommend the accreditation on condition of meeting the following requirements:

- NEU shows official regulations regarding the following points:
  - The non-acceptance of the transfer of an applicant from another HEI to NEU is only possible if NEU proves that the learning outcomes of the applicant's courses from the other HEI are substantially different than NEU's courses/learning outcomes.
  - NEU provides graduates with a relative grading which shows the students' grade point average in relation to the grade point averages of the whole cohort.
  - Students with disabilities who are not able to take a specific examination are offered an alternative examination form.  
(see chapter 3.2).
- The University shows a concept of quality assurance for the study programme, which explains the University's approach of collecting information/data, analysing the results and derives measures for the development of the programme.

Proof of meeting these requirements is to be supplied by March 29<sup>th</sup>, 2018.

Furthermore, the quality requirement that have not been fulfilled (External evaluation by alumni, employers and third parties, see chapter 5) 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:

- Objectives (see chapter 1.1);
- International orientation (see chapter 1.2);
- Structure (see chapter 3.2);
- Cooperation (see chapter 4.3);
- Additional services (see chapter 4.5).

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:

- International orientation of the study programme design (see chapter 1.2);
- Internationality of the student body (see chapter 3.4);
- Foreign language contents (see chapter 3.4);
- Student support by the faculty (see chapter 4.1);
- Access to literature (see chapter 4.4).

## Information on the Institution

The Near East University (NEU), established in 1988, is located in Nicosia, the capital of Northern Cyprus. NEU is an international higher education institution and offers undergraduate and postgraduate education opportunities to over 26 thousand students coming from over 100 countries. NEU has 16 faculties comprising 220 departments and programs, 4 graduate schools with around 200 graduate and postgraduate programs, four high schools, and 28 research institutes. The University is a full member of the European University Association (EUA), the International Association of Universities (IAU) within the body of UNESCO, the International Society for Engineering Education (IGIP), the Joint Commission International (JCI), the Federation of the Universities of the Islamic World (FUIW), and cooperates with more than 100 other national and international institutions and foundations.

All programmes at NEU have been approved by the Higher Education Council of Turkey and were audited by the Higher Education Evaluation and Accreditation Council (YÖDAK) that is responsible for the quality of higher education in Northern Cyprus.

NEU has the following faculties:

- Faculty of Open and Distance Education,
- Atatürk Faculty of Education,
- Faculty of Dentistry,
- Faculty of Pharmacy,
- Faculty of Arts and Sciences,
- Faculty of Fine Arts and Design,
- Faculty of Law,
- Faculty of Economics and Administrative Sciences,
- Faculty of Theology,
- Faculty of Communication,
- Faculty of Architecture,
- Faculty of Engineering,
- Faculty of Health Sciences,
- Faculty of Performing Arts,
- Faculty of Medicine,
- and Faculty of Veterinary Medicine.

The Bachelor programme Business Administration (BBA) is offered by the Faculty of Economics and Administrative Sciences and within the Faculty by the Department of Business Administration.

# Programme Description and Appraisal in Detail

## 1. Objectives

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

The objective of the Business Administration (BBA) programme is to educate future managers and entrepreneurs by investigating major functional areas of business activity. The programme considers the basic rules and principals of modern business administration in a developing, changing and globalising world in theoretical and practical manners. Hence, the programme aims to provide the knowledge, skills, and abilities needed to become an effective entrepreneur and manager in a variety of organisational settings, both national and international. The curriculum has been designed to introduce students to the major business functional areas of management, marketing, production, finance, accounting, and human resources.

After completing the programme graduates will be:

- skilled in critical thinking and decision making by the appropriate use of analytical and quantitative techniques.
- able to work independently.
- proficient in English and be able to communicate effectively as well as prepare and deliver oral and written presentations using appropriate information technologies.
- able to plan and produce lucid, coherent, analytic written work.
- able to identify business related problems find innovative solutions for them.
- able to work effectively in teams.
- able to understand and work with people from diverse cultures and backgrounds in any organisational setting.

The graduates of this programme may also continue their academic studies by proceeding with a Master degree in Business or in a related field of study.

### Appraisal:

The qualification objectives of the programme are explained and convincingly presented in relation to targeted professional field and societal context of the discipline. They embrace academic and language proficiency, comprehensive employability, as well as the development of the individual student's personality. The qualification objectives and skills to be acquired correspond with the aspired Bachelor level at graduation. They take into account the requirements of the national qualification framework.

Although offering a programme which focusses on employability is one of the main aims of the study programme, NEU does not formally track the graduates' careers. Information on that is currently gained via individual contact between lecturers and graduates. The panel recommends implementing such tracking activities to check systematically if the programmes objectives are achieved.

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

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

The programme design takes into account international aspects with respect to its graduates' employability. Hence, the international orientation of the programme is an important aspect of the programme's curriculum. NEU and likewise the Faculty of Economics and Administrative Sciences serve an internationally diverse student body and employ faculty members with diverse backgrounds and experience. The staff is encouraged to attend to conferences outside of Cyprus to enhance their international experience and keep their knowledge and teaching up-to-date. Furthermore, many staff members are members of various international research associations/groups. In addition, supporting course materials, such as case studies used by instructors, are covering relevant topics from various countries and regions. Furthermore, the medium of instruction is English.

### Appraisal:

The programme's international dimension, especially in terms of including international aspects in the curriculum, including international questions in most modules and teaching material and involving internationally experienced teaching staff is clearly helpful in promoting students' skills in handling the international dimension in nowadays business world. Nonetheless, the panel recommends intensifying the efforts to attract more European students for a semester abroad or a summer school at NEU.

		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

The programme is positioned in the Northern Cyprus education market as an academic programme that provides high quality education in English language and – due to the international student body – an international and multicultural environment. This is cause and reason for students from more than 50 countries to study at NEU. Eventhough 24,000 students are currently studying at NEU, the University follows its didactical concept of rather small classes and individual support by the lecturers. In order to allow students to focus on their academic work, NEU offers additional services like housing or medical services to thousands of students in a safe environment.

The Business Administration programme is positioned on the job market as a programme, which provides employers with individuals who are knowledgeable in regards to the challenges of organisations in a constantly changing business environment. Besides the in-depth knowledge, the graduates of the programme are equipped with computer and communication skills that help them to adapt quickly to new work settings. According to NEU, many graduates find employment in various business related settings including marketing, sales, accounting, finance, or human resource management. The sectors that employ graduates from the programme Business Administration include banking and financial services, tourism, business services, and public organisations. Due to the internationality of NEU and its students, the job market needs to be seen in an international context as well.

NEU aims to provide a contemporary high quality education to students from Northern Cyprus, Turkey and third countries (especially from the Middle East, Africa and Asia). The Faculty of



Economics and Administrative Sciences aims to contribute to that by offering high quality programmes in English language and in an international and multicultural environment.

## Appraisal:

The quality of the programme, the didactical concept, the multicultural atmosphere and the learning and living environment on the campus are reasons for students to study at NEU. Therefore, the positioning of the study programme in the educational market in Northern Cyprus – in consideration of the fact that most students come from abroad and chose NEU out of various education possibilities in several countries – are plausible to the panel.

The graduate employability on the basis of the stated qualification objectives and the future fields of employment for graduates are convincingly presented by NEU. Nonetheless, the panel refers to the recommendation in chapter 1.1 regarding a systematic tracking of the graduates' careers.

The study programme from the Faculty of Economics and Administrative Sciences is convincingly integrated in the programme portfolio of NEU. The study programme's qualification goals – especially its internationality - are clearly corresponding to NEU's mission and overall strategy.

		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

Admissions are managed by the Near East University Registrar Office (for Cypriot and Turkish applicants) and the International Student Office (for international applicants).

Students admitted to NEU come from three sources:

- local students, who are citizens of the Turkish Republic of Northern Cyprus (TRNC),
- students from Turkey, who are Turkish citizens,
- students from other countries (international students).

All students are admitted to the programme upon successful completion of their high school studies and having obtained their high school graduation diploma. Local students holding a secondary school diploma or equivalent are required to undergo an entrance examination by NEU and obtain a passing mark. This exam is held once a year in the month of June. Successful students are admitted to the university and placed in the programme of their choice.

Students from Turkey are placed into the programme by ÖSYM (The Student Selection and Placement Centre of Turkey) which is tied to YÖK (The Higher Education Committee). The minimum score required to be placed into a four-year undergraduate programme is determined by YÖK. The quota and number of students from Turkey to be placed in the programme is also determined by YÖK.

For international students any of the following certificates or diplomas are accepted.

- General Certificate of Secondary Education (GCSE) Exam results,
- International General Certificate of Secondary Education (IGCSE) Exam results,
- International Baccalaureate Exam results,
- American College Testing (ACT) Exam results,
- Scholastic Aptitude Test (SAT) Exam results.

To specify the requirements NEU's International office defined specific exam results which are required for applicants with specific exams (e.g. American College Testing (ACT) Examination – A score of 21 or higher) or from specific countries like Bangladesh, China, India, Iraq, Iran, Jordan, Lebanon, Nigeria, Pakistan, Syria, etc. (e.g. China - GAOKAO Exam results a total score of min. 460 out of 750 points or Iran – Diplome Debirestan” a score (GPA) of 13 or higher).

All students are required to take the NEU English Proficiency Exam before the enrollment into a programme. If students can prove their English proficiency through IELTS or TOEFL (Minimum TOEFL Mark: 80, minimum IELTS Mark: 5.5) they are not required to enter the NEU English Proficiency Exam. Those students whose level of written English and communication skills is below the required standards are admitted to the English preparatory school of the university. The English preparatory school offers concentrated teaching of English reading, writing, and communication skills. The duration of the preparatory school is one academic year. Successful students are admitted to the programme at the end of their studies at the English preparatory school.

Eligible students receive a Conditional Acceptance Letter and are required to pay their first semester tuition fees. Upon payment, applicants receive an Official Acceptance Letter.

Local, Turkish and international students can receive information on NEU, the Faculty of Economics and its study programmes by the Dean of the Faculty, the Registrar Office and the International Office. Furthermore, NEU works together with recruiting agencies in various countries, which are the main information source for foreign students who are interested in studying at NEU. Nonetheless, interested students from abroad can get information on NEU

via NEU's website, by e-mail or by phone calls. One important aspect in counseling prospective students is provide them with information on scholarships for local and international students.

Admission policies are published in the University's promotion materials, on NEU's website, and communicated via the involved recruitment agencies in over 60 countries.

### Appraisal:

The admission requirements are defined and comprehensible for the three different groups of applicants at NEU. The national requirements are from Northern Cyprus as well as from Turkey are taken into account. The regulation for foreign applicants are set individually for specific countries and, therefore, also comprehensible. Hence, the admission requirements ensure that qualified students are admitted to the programmes.

Prospective students can directly turn to the NEU offices or, when living in other countries, contact recruitment agencies in various countries. At NEU the Dean is also available for answering specific questions about the study programmes of the Faculty of Economics and Administrative Sciences. Hence, personal dialogue between applicants and NEU is provided by defined office hours (registrar and international office), by telephone and via e-mail.

The admission process also checks on the English language skills of the applicants (including a specific test result in concrete language tests). Preparatory language courses are offered to ensure that enrolled students are able to successfully complete the study programmes.

The admission procedure is described, documented, and accessible for interested parties. The admission decision is based on transparent criteria and is communicated in writing.

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

## 2 Contents, structure and didactical concept of the programme

### 3.1 Contents

The following table shows the Curriculum of the Business Administration (BBA) programme:

Modul No.	Title of Module / Course Unit	Credit Points per Semester (ECTS)							
		1.	2.	3.	4.	5.	6.	7.	8.
<b>S1</b>	<b>Semester 1</b>	<b>30</b>							
S.1.1	Principles of Economics I	6							
S.1.2	Introduction to Business	6							
S.1.3	English for Bus. and Econ. I	4							
S.1.4	Introduction to Computers	6							
S.1.5	Mathematics for Bus. and Econ. I	6							
S.1.6	Atatürk's Principles and History of Turkish Revolution I (Atatürk İlkeleri ve İnkılap Tarihi I)	2							
<b>S2</b>	<b>Semester 2</b>	<b>30</b>							
S.2.1	Principles of Economics II	6							
S.2.2	Principles of Management	6							
S.2.3	English for Bus. and Econ. II	4							
S.2.4	Computers Applications	6							
S.2.5	Mathematics for Bus. and Econ. II	6							
S.2.6	Atatürk's Principles and History of Turkish Revolution II (Atatürk İlkeleri ve İnkılap Tarihi II)	2							
<b>S3</b>	<b>Semester 3</b>	<b>30</b>							
S.3.1	Microeconomics	6							
S.3.2	Introduction to Law	6							
S.3.3	Business Communication	6							
S.3.4	Financial Accounting I	6							
S.3.5	Statistics I	6							
<b>S4</b>	<b>Semester 4</b>	<b>30</b>							
S.4.1	Macroeconomics	6							
S.4.2	Business Law	6							
S.4.3	Oral Communication	6							
S.4.4	Financial Accounting II	6							
S.4.5	Statistics II	6							
<b>S5</b>	<b>Semester 5</b>	<b>30</b>							
S.5.1	Organizational Behaviour	6							
S.5.2	Principles of Marketing	6							
S.5.3	Managerial Accounting	6							
S.5.4	Business Finance	6							

S.5.5	Money and Banking					6			
<b>S6 Semester 6</b>							<b>30</b>		
S.6.1	Operational Research and Management						6		
S.6.2	Marketing Management						6		
S.6.3	Financial Management						6		
S.6.4	Research Methods						6		
S.6.5	Sociology						6		
<b>S7 Semester 7</b>								<b>30</b>	
S.7.1	Marketing Research							6	
S.7.2	Production Management							6	
S.7.3	Human Resource Management							6	
S.7.4	Selected Area Elective (Entrepreneurship)							6	
S.7.5	Selected Area Elective (International Marketing)							6	
<b>S8 Semester 8</b>									<b>30</b>
S.8.1	International Business								6
S.8.2	Strategic Management								6
S.8.3	Selected Area Elective (Project Management)								6
S.8.4	Selected Area Elective (International Economics)								6
S.8.5	Selected Area Elective (Management Information Systems)								6
<b>total</b>		<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>

Different teaching/instruction methods are used to combine theory and practice in the study programme. The lecturers also use their personal work experience to enrich the lectures with examples from the practice. Case studies and project work improve the student's analytical thinking and enhance team work as well as enabling them to express their thoughts and ideas. In-class discussions improve the communication skills of students and help in the development of tolerance for different points of view. It is important to mention that practical examples and case studies are used that represent different countries and, where possible, a global perspective.

When students are able to make the connection between ideas and concepts across different disciplinary boundaries this provides them with the foundation they need to develop creative and innovative solutions to business related problem they may face in the real world. Each semester a variety of different electives is offered giving students a wider range of choice. This enables the University to be up-to-date.

A variety of interdisciplinary courses are offered in the programme (some compulsory and some electives) in order to deepen the learning experience of students allowing for interdisciplinary thinking (e.g. Atatürk's Principles and History of Turkish Revolution, Law, Sociology). The Atatürk courses are compulsory for Cypriot and Turkish students. international students attend two courses in Turkish language instead.

Ethical values are very important for NEU. In the classes of the programme there are students coming from different countries, and therefore from different cultures. Each different culture will have different cultural values, beliefs and social life structures. Due to this reality in the discussions of cases, the lecturers try to take into consideration the sensitivity of the issue of ethics.

Great importance is given to the training of methodological competences, specifically understanding theories, practical application of knowledge and getting familiar with values and attitudes by implementing different approaches like activity approach, cultural approach, communicative approach and others. Especially in the courses research methods the students learn to master methodology, to perform academic work, learn to understand and compare the study material from specialised sources.

All exams are suited in format and content to ascertain the intended learning outcomes. The evaluation of the students' performance varies according to the methods of delivery followed in each course. In addition to a final exam of each course (written examination, papers, essays, multiple choice 60-90 minutes), which is requisite according to the regulations of NEU, the results of one mid-term exam along with other evaluations (oral examination, presentations, team projects, quizzes, etc.) are taken into consideration in order to determine the final grade of the student.

### Appraisal:

The curriculum of the programme adequately reflects the qualification objectives of the study programme. In the view of the panel the contents of the courses are well-balanced, logically connected and oriented towards the intended learning outcomes. Elective courses enable students to acquire additional competences and skills according to their individual interests. Due to the contents and the learning outcomes of the programme the programme description "Business Administration" and the awarded degree "Bachelor of Business Administration" (BBA) are reasonable.

Theory and practice are sufficiently combined throughout the curriculum. Theoretical questions are geared towards application fields to promote employability. Many lecturers bring their business and educational skills with up-to-date knowledge of recent developments into the programme. The programme's content also promotes interdisciplinary thinking. The panel appreciates that other NEU faculties are involved in the programme by providing lectures, e.g. in the field of mathematics or English language. Ethical implications of business decisions are also appropriately integrated. Concerning this matter, the multicultural background of the student body is challenge and advantage at the same time.

Papers, essays and project work in combination with specific research courses are ways to test the knowledge and competence of students.. In the view of the panel the students acquire methodological competences during their studies and are enabled to do scientific work on the required Bachelor level. The used examinations, as they are defined for the courses, are well suited in format and content to ascertain the intended learning outcomes. The system of continuing examination including a mid-term and a final examination helps NEU to check if students are falling short of expectations and enables the University to support those students.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1	Contents				
3.1.1*			X		
3.1.2*			X		
3.1.3*			X		
3.1.4			X		
3.1.5			X		
3.1.6*			X		
3.1.7*			X		

## 3.2 Structure

Projected study time	four years, eight semesters
Number of ECTS points	240 ECTS points (120 national credit points) 30 ECTS points per semester
Workload per ECTS points	25 hours per ECTS point 750 hours per semester 6000 hours for eight semesters
Number of courses	42

Each semester consists of 17 weeks in total (14 teaching weeks and 3 weeks for mid-term and final exams). During the exam week no lectures are held. Exam schedules are announced at least 2-3 weeks before the start of the exam week. Each semester the students are examined in five to six courses.

The programme consists of courses and assigned ECTS-points per course on the basis of the necessary student workload. The calculation of ECTS points per course considers in-class as well as out-of-class activities. In-class activities involve class hours, exams, quizzes, presentations, lab work, case studies, etc., and out-of-class activities include assignments, homework, group work, preparation of presentations, studying for exams/quizzes, study material covered in class, etc.

Course descriptions provide detailed intended learning outcomes, the course contents, the type of course (compulsory/elective), number of ECTS points, name of lecturer, teaching methods and examinations.

There are exam regulations for students as well as for invigilators, transfer regulations and a students' handbook (containing amongst others: general guidelines, information on exams and retaking exams, course registration, tuition fees, students' attendance, grading, appeals, etc.). After finishing their studies, the graduates receive a diploma supplement.

Students will typically have 20 hours per week of classroom contact with the lecturers. However, if further help is needed all faculty members hold one office hour per course each week. During the office hours as well as via e-mail the students can bring questions about their courses and/or assessment. Each student has also one lecturer as a personal advisor who is tutoring the student and checks regularly on the students' progress during the studies.

NEU ensures gender equality and non-discrimination:

- Male and female student from any country and any religion can enrol NEU' study programmes.
- It is not forbidden wearing a headscarf in the University.
- Students with disabilities are provided with actions concerning time and formal requirements throughout the programme and examinations.
- Students in special circumstances, such as foreign students are supported with an orientation programme.

## Appraisal:

The programme structure of eight semesters and evenly spread workload supports the smooth implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of courses and assigns ECTS points per course on the basis of the estimated student workload. Regarding the course evaluation, see chapter 5.

Regarding practical experience during the studies, the panel recommends implementing an obligatory internship into the programme.

The course descriptions provide information of intended learning outcomes and the information defined in the ECTS Users' Guide (content, examination, lecturer, etc.). Regarding the description of the learning outcomes the panel identified different levels of details in the course descriptions. With regard to a further enhancement of the programme's profile the panel recommends aligning this level of all course descriptions.

NEU has legally binding study and exam regulations, which contain the rules and procedures of the study programme. The regulations are in line with the Cypriot and Turkish requirements. The study programme is designed so that students can study for a certain time at other HEIs or do internships without any extension of their overall study time.

Transfer regulations are available. Nevertheless, the requirements of the Lisbon Convention are not fully met. NEU provides its graduates with diploma supplements which show the students grade point average. A relative grading is not included in the diploma supplement. NEU explained and gave examples that students with disabilities are/were provided with actions concerning time and formal requirements throughout the programme and examinations. However, there is no official regulation that students can refer to regarding such issues. Hence, the panel recommends the accreditation under the **condition**:

NEU shows official regulations regarding the following points:

- The non-acceptance of the transfer of an applicant from another HEI to NEU is only possible if NEU proves that the learning outcomes of the applicant's courses from the other HEI are substantially different than NEU's courses/learning outcomes.
- NEU provides graduates with a relative grading which shows the students' grade point average in relation to the grade point averages of the whole cohort.
- Students with disabilities who are not able to take a specific examination are offered an alternative examination form.

The general feasibility of the study programme's workload is ensured by a suitable curriculum design with plausible calculations of workload as well as an adequate number and frequency of continuing examinations throughout the courses and in total in each semester. Support services on academic and general issues are ensured by the lecturers/student advisors.

Statistical data from the study programmes of the Faculty showed dropout rates of 30, 40, 50 per cent or even higher in the last years. NEU explained that many of these students dropped out due to personal reasons like financial or residence authorisation related issues. A rather



high number of dropouts can be seen in other HEIs in Northern Cyprus as well. Nonetheless, in the view of the panel, dropout rates of this amount put the success of a study programme in great jeopardy. Hence, the panel recommends observing and analysing very thoughtfully the amount and given reasons of dropouts as well as taking measures to reduce the number of students who leave NEU without finalizing their studies.

NEU ensures gender equality and non-discrimination. Students in special circumstances, such as foreign students are particularly assisted.

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

### 3.3 Didactical concept

According to the didactical concept the main/foundation courses are offered in the first semesters, followed by the functional courses which focus on one hand on application of the theoretical knowledge and on the other hand on the training of methodological skills and scientific work. Elective courses follow in the later semester when the students already developed a sound and solid foundation, and are more aware of their areas of interest. Students are motivated to actively participate in the courses and get participation marks, which have influence on the modules' final grades. Hence, NEU wants the students not only to attend but also to participate.

The didactical concept of the study programme allows instructor to use different teaching and learning methods that leads the student to critical thinking. The following methods are used:

- case studies,
- practical projects (individually or in groups – the group work helps the student to effectively work in teams, discuss the problem and improve their problem solving skills),
- discussion and presentations (help student to improve their Communication Skill),
- assignments using real life examples,
- research projects,
- open book exams,
- computer/laboratory practical work (e.g. enter questionnaire results on SPSS, get outputs and interpreting results),
- provision of standard paper textbooks, electronic textbooks, computer presentations, and other electronic teaching aids.

For each course, lecturers use international (mostly American/British) textbooks. These textbooks and other accompanying materials are available in the University Bookstore on campus. Many lecturers also use case studies, journals, newspapers or magazine articles, which broaden the view to an international/global perspective. These materials are distributed or made available online. Some lecturers also prepare lecture notes, slides and handouts to further support the learning process. Some lecturer e-mail electronic copies of the slides or handouts to the students after each class.

The Faculty of Economics and Administrative Sciences gives importance to the invitation of guest speakers, especially from politics as well as the industry, in order to give students a different perspective and a better understanding of the application of theory to practice. Invited guest speakers over the past few years were:

- the former de facto ambassador of the TRNC to the United States of America and former Presidential Spokesperson, TRNC,
- the Training Manager of the Turkish Capital Markets Association
- a Research and Business Development Department Expert of İstanbul Stock Exchange
- the CEO of Ermataş Ltd.,
- the Minister of Labour and Social Security,
- the President and CEO of Kibris Sigorta Ltd.,
- the CEO of Çangar Motors and Çangar Finance
- the Deputy Director of the TRNC Central Bank
- the TRNC First Lady,
- a member of the Board of Directors and General Manager of Türkiye İş Bankası.

Successful master and doctoral students are used as lecturing tutors/teaching assistants to support Bachelor students in the learning process and to develop competences and skills, as well as providing administrative support to lecturers in the following ways:

- Support lecturers when conducting tutorials,
- Support lecturers in the assessment of assignments and quizzes,
- Act as invigilators during exam weeks,
- Assisting in the organisation of academic activities such as seminars.

## Appraisal:

The didactical concept of the study programme is described, plausible, and oriented towards the programme objectives. The lecturers use a variety of teaching methods, which promote the theoretical knowledge, as well as the application skills of the students. The teaching and learning concept encourages the students to participate actively in the courses. During the on-site visit the panel had the chance to examine some examples of accompanying course materials. These are oriented towards the intended learning outcomes and correspond to the required Bachelor level. They are up to date and handed out by the lecturers or accessible online. Guest lecturers from companies/industry and from politics are invited to NEU. Through their guest lectures and insight in economy or politics, they contribute to the students' qualification process with their special experience. Lecturing tutors/ lecturers assistants support the students in the learning process and help them develop competences and skills.

		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 curriculum, as specified in the objectives, contains local, national and international content in both compulsory and elective courses. Examples of courses or content with an international

focus are International Business, International Marketing, International Finance, or International Economics.

NEU and likewise the Faculty of Economics and Administrative Sciences serve an internationally diverse student body. Therefore, students have the opportunity to work with and familiarize themselves with students from different cultures and background. This can be in the classroom or as part of the variety of student clubs/associations that exist in at NEU.

NEU works with student recruitment agencies in 59 countries to attract young people to study at the University. In total there are currently 1337 students from 54 different countries studying at the various undergraduate programmes at the Faculty of Economics and Administrative Sciences. In 2016 the Business Administration programme had 258 students from 35 different countries.

The majority of the faculty members are Turkish, but many lecturers have completed part of their education in other countries, such as the United States, England, Scotland, Russia, France, and Finland or worked in an international context before teaching at NEU. All the full-time members of staff attend international conferences held all around the world and publish academic articles in internationally recognized journals.

The medium of instruction in the programme is English. Students can also take extra foreign language courses offered by the Faculty of Arts and Sciences. Foreign languages offered are Turkish (for international students), German, French, and Russian.

## Appraisal:

International contents are a part of the curriculum. 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 studies, assignments and projects.

A significant proportion of the students comes from various language areas and cultural backgrounds from all over the world. Thus, discussions, group work, joint projects, etc. give students the ability to constantly reflect international aspects and experience an international environment.

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

The language in the study programme is English. Hence, lectures and course materials are 100 per cent in English language. Internationality is clearly a key element of the study programme's profile.

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

### 3.5 Multidisciplinary competences and skills (Asterisk Criterion)

The advanced teaching methods and technology (case studies, project-based learning and problem-based learning) assist students in developing multifunctional competencies (sense of initiative, creative thinking, teamwork skills, and self-development) that help them to enter the professional community easily and quickly.

Communication skills and public-speaking skills as well as cooperation and conflict handling skills are important elements of the study programme's profile. Especially, Business Communication and Oral Communication courses help students improve their written and oral communication. These courses are supported with presentations and interviews. The Computer Application Skill course promotes skills for carrying out presentations using the modern techniques and facilities.

#### Appraisal:

The students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in accordance with the module descriptions. This is supported by means of suitable didactical and methodological measures.

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

### 3.6 Skills for employment / Employability (Asterisk Criterion)

The employability of graduates from the programme is based among others on the following elements:

- a strong link between theory and practice,
- the training of methodological competencies,
- English language courses and international content,
- the promotion of self-dependent and systematic work, and
- the training of social skills.

Hence, the graduates have developed a greater understanding and a sophistication of thinking and build on their existing knowledge to approach the concepts and principles from a wider context.

#### Appraisal:

The programme's aim is to provide the student's with skills of their respective professional field. To reach this aim the programme has combined theoretical knowledge with practical application both at a local/national as well as at an international level. Altogether, in the view of the panel the study programme enables the students to find adequate work opportunities in TRNC, Turkey and third countries.

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



### 3 Academic environment and framework conditions

#### 4.1 Faculty

The programme consists of both full-time and part-time members of staff. Full-time members of staff are all required to actively participate in the development, design, and improvement of the curriculum. Part-time staff is responsible only for teaching, though their input is considered in any curriculum changes.

The Faculty of Economics and Administrative Sciences consists of 42 full-time lecturers (30 of them are PhD holders, twelve have a Master degree (nine of them with a PhD in progress). Furthermore, there are 26 part-time lecturers (three PhD holders, one DBA holder, all others have a Master degree (six of them with a PhD in progress)).

Hence, most of the full-time faculty members have a PhD degree. This indicates that the faculty gives priority to academic qualification in the employment of full-time faculty members. The part-time faculty members' contribution to the faculty and programmes are vital due to their experience in business and industry which provides the students with the advantage of experiencing the application of theory to practice.

The Department Chair determines the need for new academic personnel and informs the Dean and the Dean informs the Vice-Rector for Academic Affairs. Upon approval, the vacancy is advertised on the University's website and local newspapers. The Department Chair reviews applicants and those suitable are presented to the Faculty Board. Those applicants that are regarded as suitable by the Faculty Board are then called in for an interview and asked to give a brief seminar in regards to their research activities to the Faculty Board. Applicants that are suitable are then communicated to the Vice-Rector for Academic Affairs for final approval. Upon approval, the applicant can be employed.

The pedagogical/didactical qualification of faculty is regarded as a part of life-long learning process. Self-development in pedagogy/didactics of the staff has been encouraged firstly by NEU's vision, which is based on the student centered education in a way to encourage the staff in their daily work and their own development in pedagogical/didactical competences. Cooperation and feedback on these qualities within the department allow self-development of the lecturers' skills. One of the tools used by the department to support and enhance the pedagogical competences of the faculty is the support of the more experienced lecturers where they pass their experiences and insights on to the ones in need. Mentoring by the more experienced is a vital element in improving the pedagogical thinking and skills. Furthermore, NEU has a Lifelong Education Center which provides amongst others further education for the faculty of NEU. Academic studies conducted by the members of staff are financially supported by the University's research office "The Centre of Excellence". Members of staff receive a payment of 500-700 Euros for attendance at International Conferences (once a year) and 500-700 Euros payment is made for publications covered by Scopus and the Web of Science. Research grants are also available.

Regular departmental meetings take place in order to monitor systematically the programme and the management in cooperation and in coordination with all members of staff. The aim of those meetings is allowing staff to participate in designing, planning and evaluating the curriculum and discussing the programme objectives and the practical issues in the running of the programme. The major aim is to review how the programme has been developing over time and to make sure that it remains current and up to date. Faculty members cooperate with each other when changes may be necessary in the curriculum. In addition, members of staff conduct scientific research and write academic papers together. Furthermore, the organisation of academic events such as conferences and the invitation of guest speakers are done in cooperation.

Student support is one of the significant tasks of the faculty. For each student a supervisor is appointed. The supervisors offer the student guidance and support for their general academic questions, course selection, registration process, career advice and any academic or personal difficulties they might have. This advisor-student relationship continues through all four years of the programme. Course/module instructors conduct office hours, usually six to eight hours a week, which are announced by all instructors at the beginning of the semester. Students are free to discuss any academic issues they may be facing with their instructors within the announced office hours. Students can also reach their advisors or course instructors by e-mail. Faculty members apart from maintaining regular office hours have an open door policy with the students.

## Appraisal:

The structure and number of teaching staff correspond with the programme requirements. A list of all involved full-time and part-time lecturers shows the availability of the required capacity to implement the programme. According to the CVs the academic ability and the practical experience of the teaching staff is in line with the requirements of the Bachelor programme for teaching. A special focus is given to the academic qualifications which results in the high amount of PhD holding teaching staff. The staff's pedagogical/didactical qualifications are in line with their tasks and have been verified. Measures for the further qualification of the faculty members are implemented. Furthermore, research, publications and conference attendance are promoted financially by NEU.

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

Student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully. The faculty members are available for the students before or after their courses, in defined office hours and outside these hours via e-mail. Hence, the students are "fully content" with the support they receive and the Open Door Policy of the NEU.

	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 director of the programme coordinates the activities of everyone involved in the programme. The director has the responsibility of:

- arranging meetings with members of staff to discuss programme issues and initiate any necessary changes,
- determining the modules/courses that will be offered,
- deciding which course is assigned to which faculty member
- achieving a continuous flow of communication between the lecturers,
- ensuring that no clashes exist in any of the students' weekly schedules or exam schedules,
- ensuring a fair and reasonable allocation of teaching and administrative work loads amongst teaching staff,
- dealing with student issues that cannot be dealt with by the student advisors,
- working in coordination with other programme directors.

Faculty members and students are supported by the administration in the organization of the study programme via different services:

- Faculty Students Office: provides general support and guidance to all students (e.g. regarding course registrations, timetables, exam procedures, etc.) and faculty members (e.g. secretarial services, document preparation, etc.) of the Faculty of Economics and Administrative Sciences;
- Student Administration Office: provides support to students in regards to the admission and registration procedures;
- International Student Office: provides support and guidance to international students;
- Information Technology Support: provides service office regarding information technology;
- Laboratory Assistant: assist students and faculty members regarding the computer lab;
- Library Support/Information desk: assists students and faculty members in library searches.

The administrative staff also benefits from the services of the Lifelong Education Center (e.g. computer courses, language courses, communication seminars, etc.)

### Appraisal:

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

During the on-site visit at NEU the panel discussed in detail the statistical data – especially the dropout rates – with the programme management. The panel members' impression was that the issue was not of great significance in the University's internal deliberations between the programme directors of the Faculty of Economics and Administrative Sciences. The panel therefore, likes to emphasise again to take that issue very seriously.

However, faculty members and students are supported by the administration in the organisation of the study programme. Several offices and services are responsible for the support of all involved parties in the study programme. NEU 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

NEU has cooperation agreements with 83 higher educational institutions. The network is used for exchange of students. 28 of them are Turkish institutions. The other partner institutions are in countries like Azerbaijan, China, Denmark, Greece, Indonesia, Iraq, Jordan, Kazakhstan, Moldova, Pakistan, Russia, Sudan, or UK.

NEU uses learning agreements to ensure that the students' studies abroad are transferable into the Bachelor programme at hand.

Cooperation with companies and industry are mainly used for the invitation of guest speakers (see chapter 3.3) in order to give students a different perspective and a better understanding of the application of theory to practice. The information presented by these speakers shall contribute to the students' qualification and skills development.

#### Appraisal:

NEU has various cooperation agreements with higher education institutions for the purpose of student exchange possibilities. The panel learned that because most students come from abroad, their interest in exchange is rather low.

Furthermore, NEU uses its network of companies and industry to invite guest lecturers, which benefits all students of the University by providing insights in the practice or politics (see chapter 3.3).

Both kinds of cooperation brings benefits to students that participate in exchange or in the guest lectures. Nonetheless, the contribution of such activities to the quality of the study programme as such is low. Therefore, the panel recommends enhancing the cooperation activities and using the University's network for the development of the students' competencies and skills more strategically.

	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 building of the Faculty of Economics and Administrative Sciences has 2,750 m<sup>2</sup> and consists of three floors (including classrooms, offices, and labs). The following table provides an overview about the rooms and the equipment:

Classroom	Area (m <sup>2</sup> )	Student Capacity	Equipment of Teaching
Room 01	100 m <sup>2</sup>	80	Whiteboard / Computer / Projector / Internet Connection
Room 02	100 m <sup>2</sup>	80	Whiteboard / Internet Connection
Room 05	50 m <sup>2</sup>	40	Whiteboard / Internet Connection
Room 06	50 m <sup>2</sup>	40	Whiteboard / Internet Connection
Room 07	50 m <sup>2</sup>	40	Whiteboard / Internet Connection
Room 117	100 m <sup>2</sup>	80	Whiteboard / Computer / Projector / Internet Connection
Room 118	50 m <sup>2</sup>	40	Whiteboard / Computer / Projector / Internet Connection
Room 119	50 m <sup>2</sup>	40	Whiteboard / Computer / Projector / Internet Connection
Room 122	50 m <sup>2</sup>	40	Whiteboard / Internet Connection
Room 123	100 m <sup>2</sup>	80	Whiteboard / Computer / Projector / Internet Connection
Room 220	50 m <sup>2</sup>	40	Whiteboard / Internet Connection
Room 223	50 m <sup>2</sup>	10	Whiteboard / Computer / Projector / Internet Connection
Room 32	70 m <sup>2</sup>	50	Whiteboard / Internet Connection
Comp. Lab 1	100 m <sup>2</sup>	54	27 Pentium IV PC
Comp. Lab 2	50 m <sup>2</sup>	30	15 Pentium IV PC
Comp. Lab 3	100 m <sup>2</sup>	54	27 Pentium IV PC

The Grand Library of NEU is one of the biggest libraries in the Middle East, keeping printed and electronic copies of books and other learning materials. All students are strongly encouraged to use the Grand Library effectively for their researches during their studies.

The NEU Grand Library has 15,000m<sup>2</sup> in size. It houses 500,000 open shelves, has 600 study tables, one million printed materials, 115 million electronic sources, 50,000 electronic journals, 7,000 DVDs, 17 booths for viewing films, twelve group study rooms, four amphitheatres seating 1,000 persons, and a 600-person cafeteria. Online access to a variety of databases is available, such as EBSCO, ISI Web of Science, Science Direct, TAYLOR and FRANCIS, Emerald, and ULAKBİM. In 2012, the university signed a protocol with the Turkish Ministry of Culture and Tourism that foresaw the sharing of its electronic resources with 1,118 libraries in Turkey.

Digital media is also accessible from the students' home with a password provided to all students and members of staff. The library is open every day for 24 hours. Library staff is available to students for support and advice 24 hours a day.

### Appraisal:

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

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

Access to literature and journals as well as to digital media (databases, etc.) is ensured. The literature expressly required for the study programme is available in the library and also kept up to date. The library is accessible all day and qualified library staff supports the students at

any time. Access to relevant digital media is also available from the students' home. Altogether, in the view of the panel NEU's services regarding the access to literature are above average.

	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

Each student studying at the Faculty of Economics and Administrative Sciences is assigned to a student advisor from among the faculty members. The Student advisors are responsible for guiding students in their course selection and registration process, and provide academic support when it is required. Students continue with the same student advisor until the completion of their studies, so all student advisors are very familiar with their students. Hence, the student advisors are providing guidance in regards to career planning/counseling upon the request of students. A separate career counselling service does not exist at NEU.

NEU provides free personal counselling services to students that request such services. The counselling is provided by professional psychiatrist and is available to all students as well as members of staff.

The Near East University Alumni Communications Office has setup a network among NEU graduates, and NEU also has its own Facebook group to connect with and between students and alumni of the University. Hence, NEU is in constant contact with its graduates and graduates are kept up-to-date with the activities and developments of the university.

### Appraisal:

Career counselling and placement services are offered to students and graduates on an individual basis by their student advisors. The advisors use their contacts and networks to promote their students employability. In this context, it is noteworthy that NEU's students come from many different countries, so well-directed counselling by taking into account all those countries' specifics is difficult. Nonetheless, based on the large number of international students studying at the Faculty it would be useful offering some general services to all students that support students and graduates in finding job opportunities (e.g. for job applications).

The panel appreciates the services of the Alumni Communication Office, which has been newly set up. The Office and its activities aim to develop an alumni network.

	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)

NEU is a private university, which sustains itself. As the University states, fees for education constitute the main source of NEU's income. In addition to the tuition fees, NEU finances itself through the Near East Bank, a petrol station, the cafeterias, or its sports facilities. As NEU argues, financial activity is given by the facts that the number of students are growing. The current tuition fee of the Bachelor programme for one year is 5,600 Euro.

### Appraisal:

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

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

## 5 Quality assurance and documentation

NEU strives for quality in teaching and research and aims to build up competencies and mechanisms that allow a continuous self-reflection of its performance and steering decisions, which are based on results of a quality assurance system. The quality assurance system is the major tool in getting feedback and for the assessing of the University's performance. Statistical data is collected by NEU.

The performance evaluation of the faculty members through secret feedback of students at the end of each semester is organised by using the student information system. At the end of each semester every student has to fill an online "lecturer and course evaluation" form for each course they had attended during the semester. The lecturer and course evaluation questionnaire is an important part of the evaluation procedure and aims at raising the quality of education and teaching in the faculty. The outcomes of the evaluation are distributed to the Dean of the Faculty, the chairperson of the Department and to the lecturer of the evaluated course. The questionnaire for assessment the quality of teaching and learning environment.

The lecturers contribute to the quality of assurance through the regular meetings organised by the head of the department. In these meetings, the development of the courses, e.g. the results of the evaluations, the teaching and learning methods and the assessment of students, are discussed. Furthermore, the meetings are used to receive feedback by the lecturers regarding the aims and strategic development of the department.

Regarding third parties, the University refers to the activities of the Alumni Communication office (see chapter 4.5).

The study programme's aims, content and curriculum are described and available at the Faculty's website. The programme's content and curriculum are also provided in promotional catalogues. Course plans, examination schedules, and examination rules are described in the official regulations (see chapter 3.2) and also announced online on the website. Furthermore, information is announced on the Faculty's notice board, which is positioned at the Faculty entrance. This information is also available and presented to students upon request by the Faculty's Student Administration Office.

Activities during the academic year (e.g. guest speaker events, new staff members, changes in responsibilities, etc.) are announced online at NEU's website as well as via the Faculty notice board. Furthermore, NEU is using Facebook to inform about activities and connect interested parties within and outside the University.

### Appraisal:

The quality assurance and development procedure for the study programme is mainly the course and lecturer evaluation by the students. The results of the evaluation are analysed by the department head and the Dean of the Faculty. Further measures are discussed with the lecturers. In addition, the lecturers are involved in discussions on the quality of the programme as well as the further development of the department.

The evaluation sheet checks amongst others on the course aims and content, the lecturers' performance and support of the students, the assessment methods, and gives the possibility of additional feedback. However, the University is not checking if the actual workload is in accordance, higher or lower than the estimated workload. Such a question is obligatory due to the ECTS system.

Altogether, the panel formed the view that the University has implemented some instruments of quality assurance (evaluation on courses, which is leaving out aspects of feasibility and workload and follow up meetings with lecturers) but no overall concept that allows a systematic development of the study programme. Statistical data is collected but a process of analysing the results was not visible to the panel (see chapter 3.2 regarding dropout rates). Alumni are contacted by the respective office, but an analysis of the information gained is missing. Therefore, the panel recommends the following **condition**:

The University shows a concept of quality assurance for the study programme, which explains the University's approach of collecting information/data, analysing the results and derives measures for the development of the programme.

The study programme's content, curriculum and examination scheme have been suitably documented and published. In addition, the University regularly publishes current news and information about the study programme.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)				condition	
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: Near East University

Bachelor programme: Business Administration (BBA)

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

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
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			
3.5* Multidisciplinary competences and skills (Asterisk Criterion)			X		
3.6* Skills for employment / Employability (Asterisk Criterion)			X		
<b>4. Academic environment and framework conditions</b>					
4.1 Faculty					
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4 Practical business experience of faculty			X		
4.1.5* Internal cooperation (Asterisk Criterion)			X		
4.1.6* Student support by the faculty (Asterisk Criterion)		X			
4.1.7( Student support in distance learning *) (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X
4.2 Programme management					
4.2.1* Programme Director (Asterisk Criterion)			X		
4.2.2 Process organisation and administrative support for students and faculty			X		
4.3 Cooperation and partnerships					
4.3.1( Cooperation with HEIs and other *) academic institutions or networks			X		



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