

Decision of the FIBAA Accreditation Committee for Programmes



101th Meeting on 25. November 2016

Project Number: 16/027
Higher Education Institution: Kühne Logistics University – Wissenschaftliche Hochschule für Logistik und Unternehmensführung, Hamburg (KLU)

in cooperation with
International Maritime Law Institute (IMLI), Malta

Study Programme: International Maritime Law and Logistics (M.Sc.)

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) in conjunction with § 10 (4) of the “Special Conditions for awarding the FIBAA Quality Seal for Programmes”, the study programme is accredited with four conditions.

Period of Accreditation: September 1st, 2017 until August 31st 2022

Conditions:

Condition 1 (see Chapter 3.2),

The KLU submits:

- a) documents, that fixe reliable and adequate rules corresponding to the Lisbon Convention to adopt recognition of degrees and periods at other HEIs even for the parts of the programme being conducted abroad (e.g. in the joint venture agreement)
- b) the adopted and published “subject-specific study and exam regulations”
- c) versions of the module handbook and the curriculum within the subject-specific study and exam regulations, adjusted referring to the introduction of integrated module exams even in the Malta-modules of the programme

Condition 2 (see Chapter 3.3),

The University submits the master-level lecture scripts for the first semester

Condition 3 (see Chapter 4.3),

The University submits the cooperation contract, signed by all partners, which fixes as binding:

- the common minimum level of prerequisites for admission, including minimum skills in English language,
- the Quality Assurance Concept,
- the Grading and Assessment Policy,
- the KLU Code of Academic Integrity,
- the KLU Code of Conduct and

Condition 4 (see Chapter 5),

The University

- a) submits a binding, formal and transparent basis for the quality assurance committee, consisting of students, faculty, administration and the Dean of programmes with. This basis should consider rights and tasks of the committee.
- b) revises the evaluation forms with regard to the workload-related questions and makes sure that they allow a quantitative adjustment of module workload, when indicated.

Proof of meeting these conditions is to be supplied before starting any public relation for the programme, yet at least until August 25th, 2017.

The FIBAA Quality Seal is awarded.

Assessment Report

Higher Education Institution (HEI):

Kühne Logistics University KLU

in cooperation with

International Maritime Law Institute (IMLI), Malta

Master study programme:

International Maritime Law and Logistic

Degree awarding institution:

joint double degree by

Kühne Logistics University KLU, and

International Maritime Law Institute (IMLI)

Qualification awarded on completion:

Master of Science (M.Sc.)

General Information on the study programme

Brief description of the study programme:

The programme aims for a scientific education, with contents balanced between the legal, economic and logistics aspects of international shipping. It prepares Students for organizational tasks in global maritime logistics sector by building an understanding of international supply chains from the perspective of all the logistics disciplines involved and also taking account of ethical principles as well as legal implications of human rights laws. An emphasis is put to skills required to deal with the challenges of moving goods and people by sea in situations of humanitarian relief.

Students are provided with practice-oriented, interdisciplinary training for the development of leadership skills in legal, logistics and economic aspects and an understanding of customs procedures, port organization and operations, international maritime law and treaties and their effect on operations at sea.

The joint structure of the programme involving study time at IMLI in Malta is meant to gain students' skills to deal with different cultures in the interlinked field of logistics and law.

Type of study programme:

Master programme

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

4 Semesters

120 ECTS

Mode of study:

full-time

Didactic approach:

Study programme with obligatory class attendance

Double/Joint Degree programme:

joint degree and double degree

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

2 parallel cohorts (1st and 2nd year)

Programme cycle starts in:

September 1st

Initial start of the programme:

September 2017

Type of accreditation:

Initial accreditation

Procedure

A contract for the initial accreditation of the International Maritime Law and Logistics (Master of Science) was made between FIBAA and Kühne Logistics University – Wissenschaftliche Hochschule für Logistik und Unternehmensführung KLU on May 3rd in 2016. On August 26th, 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. rer. pol. Jörg Schlüchtermann

University of Bayreuth
Professor of Business Administration
(Production Management, Logistics, Supply Chain Management, Controlling)

Prof. Dr. Klaus Harald Holocher

Jade Hochschule
Department of Shipping and Logistics
Professor of European Transport and Port Management
(Port management, Transport Policy, Port Law, Logistics, Transport Market Research, Trainee Appointee)

Prof. Dr. Dr. h.c. Marian Paschke

University of Hamburg
Director of the Institute of Maritime Law
Professor of Civil Law, Commercial Law, Maritime Law and Economic Law
(Maritime Law, German and International Commercial law)

Dipl.-Volkswirt Karl-Peter Abt,

HR-Consulting Stanton Chase International
Former IHK Principal Managing Director
Independent management and personnel consultant
(Management Consulting, HR-Consulting, Marketing, Logistics, Commercial Law, Economics, Business Management, Controlling)

Prof. Dr. Reinhard Bachmann

University of London
Professor of International Management
Guest Professor in China and in the United States

Andreas Bonacina

HAM Erding
Student of Business Administration
(International Management) (M.A.)

FIBAA project manager:
Carsten Pilz, Ass.jur.

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and a site visit at the KLU. During the site visit at the KLU in Hamburg the panel members had the opportunity to poll teaching and administration staff as well as the programme management and students of the partner abroad via skype-conferences. The foreign HEIs also had submitted illustrated information about their educational facilities including

auditoriums, classrooms and access to educational support material such as IT and literature. The panel therefore renounced site visits at the partner universities abroad. The site visit at the KLU took place on October 12th/ 13th, 2016 at the HEI's premises in Hamburg. The same cluster included an appraisal of International Maritime Law and Logistics (Master of Science). 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 November 7th 2016. The statement on the report was given up on November 11th 2016, it has been taken into account in the report on hand

Summary

The International Maritime Law and Logistics (Master of Science) offered by the Kühne Logistics University, Hamburg, fulfils with four exceptions the FIBAA quality requirements for master programmes and can be accredited under conditions by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on September 1st, 2017 until August 31st 2022. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid at the time of opening of the procedure, and with the Bologna declaration.

The panel members identified need for improvement regarding the aspects: recognition of achievements of former studies, enactment of cooperation contracts and exam regulations and some quality management related items¹. They recommend the accreditation on condition of meeting the following requirements:

Condition 1 (see Chapter 3.2),

The KLU submits:

- d) documents, that fixe reliable and adequate rules corresponding to the Lisbon Convention to adopt recognition of degrees and periods at other HEIs even for the parts of the programme being conducted abroad (e.g. in the joint venture agreement)
- e) the adopted and published “subject-specific study and exam regulations”
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- c) submits a binding, formal and transparent basis for the quality assurance committee, consisting of students, faculty, administration and the Dean of programmes with. This basis should consider rights and tasks of the committee.
- d) revises the evaluation forms with regard to the workload-related questions and makes sure that they allow a quantitative adjustment of module workload, when indicated.

Proof of meeting these conditions is to be supplied before starting any public relation for the programme, yet at least until August 25th, 2017.

¹ These aspects are asterisk criteria which means that they are essential for the study programme.

Furthermore, the quality requirement(s) that have not been fulfilled – Evaluation by Faculty (Chapter 5) – is not an asterisk criterion and therefore does not lead to a condition. 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:

- The panel **recommends** that KLU highlights the humanitarian-logistic emphasis of the programme within all appearances of the counselling process with prospective students (see Chapter 2).
- In accordance to the latest ECTS Users Guide the panel therefore **recommends** introducing the ECTS grading table.
- The Panel **recommends** setting up a defined formal and binding framework of formal processes for internal cooperation to make sure, that especially looking at the international implementations of this joint programme internal cooperation will be able to cope even with future developments.
- The panel **recommends** in general that the core-processes of the quality management of the KLU should be performed with more transparent formal regulations. The panel therefore would like to encourage the KLU to create the position of a central QM- and process manager.

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 many criteria in which the programme exceeds the quality requirements:

- International orientation of the study programme design (see Chapter 1),
- Positioning of the study programme in the educational market (see Chapter 1),
- Counselling for prospective students (see chapter 2),
- Interdisciplinary thinking (see chapter 3.1),
- Guest lecturers (see chapter 3.3),
- International contents and intercultural aspects (see chapter 3.4),
- Internationality of the student body (see chapter 3.4),
- Internationality of faculty (see chapter 3.4),
- Foreign language contents (see chapter 3.4),
- Academic qualification of faculty (see chapter 4.1),
- Pedagogical / didactical qualification of faculty (see chapter 4.1),
- Process organisation and administrative support for students and faculty (see chapter 4.2)
- Access to literature (see chapter 4.4)
- Information on activities during the academic year (see chapter 5.3).

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

Information

Information on the Institution

Kühne Logistics University

Kühne Logistics University (KLU) – Wissenschaftliche Hochschule für Logistik und Unternehmensführung“ was founded in 2010. The independent, private university is situated in Hamburg and is operated by the „Kühne Logistics University GmbH“ whose sole contracting body is the non-profit Kühne foundation. KLU was given an indefinite state recognition as an institution of higher education similar to a university by the Senate of the Free and Hanseatic City of Hamburg on August 11th, 2015 and actually is in the process of applying for the right to grant PhDs which will most likely be concluded in 2018.

KLU was preceded by the „Kühne School of Logistics and Management“, an institution associated with the Technical University Hamburg-Harburg (TUHH). The association ended upon foundation of the Kühne Logistics University. As an international university KLU is working within a global network of research institutions and universities. It is part of a global network of professorships (CDHK Tongji in Shanghai, ETH in Zürich, TU Berlin, WHU – Otto Beisheim School of Management in Vallendar) and furthermore cooperating with a vast number of international universities all around the world, i.e. ALBA Graduate Business School (Athens), Andrassy Universität (Budapest), Chalmers University of Technology (Gothenburg), Higher School of Economics (Moscow), Instituto Tecnológico y de Estudios Superiores de MonterreyTec (Cuernavaca), S.P. Jain Institute of Management & Research (Mumbai), University of Transport and Communications (Hanoi) and an additional 45 more HEIs.

KLU is specialized in the fields of logistics, supply chain management and business administration and offers a broad subject range in these fields. Problems in business administration and political economics are researched, taught and studied at KLU as well as related technical aspects. The programme spectrum of the university is defined by two departments: the Department of Logistics and the Department of Management and Economics. Research activities at the KLU since 2016 are divided in three competence areas

- digital transformation,
- creating value and
- sustainability for the benefit of transportation, logistics and supply chain management.

KLU currently offers one bachelor of science programme in „Management“, master of science programmes in „Management“ and „Global Logistics and Supply Chain Management“ and one executive MBA in „Leadership and Logistics“. This variety will be extended to the master of science programmes „Global Supply Chain Management“ (tri-continental) and „International Law and Logistic“ in 2017.

The hitherto existing four programmes are complemented by a range of education programmes, partially tailor made upon request by companies, and a doctoral programme conducted in cooperation with the Leuphana University in Lüneburg. KLU's own structured PhD programme is currently under review by the Wissenschaftsrat. Its formal implementation is planned to be requested with the Hamburg ministry as soon as this process will have been successfully completed.

International Maritime Law Institute

The International Maritime Law Institute (IMLI) was established under the auspices of the International Maritime Organization, a specialized agency of the United Nations, as an international centre for the training of specialists in maritime law. IMLI was established in 1988 under

an Agreement concluded between IMO and the Government of Malta. It commenced its first academic year in October 1989. Its campus is at the University of Malta.

The Institute is an international centre for the training of specialists in maritime law. It also contributes to the development and dissemination of knowledge and expertise in international maritime law, with special reference to the international regulations and procedures for safety and efficiency of shipping and the prevention of marine pollution.

The IMO International Maritime Law Institute is a world recognized centre for the training of law graduates in international maritime law. Special emphasis is given to international regulations adopted by the International Maritime Organization.

The Institute provides suitably qualified candidates, particularly from developing countries, with high-level facilities for advanced training, study and research in international maritime law. It also focuses on legislative drafting techniques designed to assist participants in the process of incorporating international treaty rules into domestic law.

Currently the IMLI offers the following programmes:

- a programme leading to the degree of Master of Laws (LL.M.) in International Maritime Law,
- a programme leading to the degree of Master of Humanities (M.HUM.) in International Maritime Legislation,
- a Research Degree programme leading to the award of the Degree of Magister Juris (M.Jur.) in International Maritime Law and the Degree of Doctor of Philosophy (Ph.D.) in International Maritime Law,
- the Advanced Diploma in International Maritime Law and
- some short courses.

Additionally IMLI has announced to launch two cooperation programmes

- of a joint Master of Philosophy (M.Phil.) programme in International Maritime Law and Ocean Policy in cooperation with the World Maritime University (WMU), also founded by the United Nations' International Maritime Organization (IMO), and the
- joint Master of Science programme in International Maritime Law and Logistics with the Kuhne Logistics University (KLU), that is subject to this accreditation process.

In order to promote the integration of women in the formulation of national and international legislative instruments, fifty percent of the places on the programme are reserved for suitably qualified women candidates.

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programme (Asterisk-Criterion)

In the opinion of the KLU the current provision of master's level courses in maritime studies does not adequately equip the students with all the skills, next generation of leaders will require. Many degree programmes focus only on the engineering, economic, operational or legal aspects of the subject, giving the others mostly at best superficial coverage. The gap was particularly wide between courses specializing in the operational and legal dimensions of maritime transport.

Managers operating in the logistics and supply chain sector usually have mainly an economic and business-related background, mostly relying on external legal counsel when needed. Since legal matters and international maritime regulations influence business decisions, having a more comprehensive knowledge of both legal and supply chain aspects can be a real asset for all those operating in the logistics area.

Overlooking other issues with international maritime transport the programme shall equip students with understanding by customs officials, public authority representatives and ministerial bodies of the imperatives of the logistics business. Especially in developing countries, authorities have limited training in and understanding of the trade-offs between legal requirements and the business aspects of shipping. Therefore KLU and IMLI intend to combine detailed studies of the legal requirements associated with the carriage of goods and business practices in the maritime sector.

For a better balance between the legal, economic and logistics aspects of international shipping having the following educational goals:

1. prepare students for organizational tasks in global maritime logistics sector (e.g. organize and plan shipping routes) by building an understanding of international supply chains from the perspective of all the logistics disciplines involved and also taking account of ethical principles as well as legal implications of human rights laws,
2. equip students with the range of skills required to deal with the challenges of moving goods and people by sea including in situations of humanitarian relief,
3. provide students with practice-oriented, interdisciplinary training for the development of leadership skills in legal, logistics and economic aspects of international shipping in order to prepare them for leadership roles in international projects in the maritime as well as logistics sectors,
4. provide students with an understanding of customs procedures, port organization and operations, international maritime law and treaties and their effect on operations at sea,
5. help students to deal with the challenges of working with people from different cultures,
6. equip students with the range of skills required to undertake academic research in the interlinked field of logistics and law.

The time-honoured tradition of rendering assistance to people endangered at sea is at risk. Policies need to be designed based on the concept of humanitarian aid to protect these people and at the same time minimizing the impact for international shipping. Moreover it is part of the goals of the programme to qualify its graduates for a broad spectrum of managerial and leadership tasks. Students should be equipped with the range of skills required to deal with the challenges of moving goods and people by sea including in situations of humanitarian relief. Therefore, one field in which the combination of legal and logistics expertise would be particularly valuable is in the management of the humanitarian supply chain. With its focus the pro-

programme aims principally on prospective students with professional background in non-governmental organisations or governmental employers in developing countries. Moreover, students will also be acquired in supply chain companies or public agencies.

Appraisal:

The institutions explain their intended qualification objectives, which lead the programme. These objectives are aligned to the target group and the humanitarian context, which characterizes the profile of the course. Though having one focus on a very specialised niche of supply chain aspects, the programme concept also provides academic skills and personality development in combination with leadership contents. Thus, the concept aims for specific, curricular and extra-curricular qualifications in accordance to the relevant qualification framework and the required and aspired level of graduation.

		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)

Over 95 per cent of all imports and exports are connected with the shipping business. Therefore shipping is a key link in the global supply chain. Shipping managers in the current marketplace need to understand all aspects of international supply chain management, but also be able to cope with the increasing international maritime law regulations. The programme is meant to give the students an in-depth knowledge within the field of law, transport and logistics within matters in this international context. The programme shall give the participator the ability of analysing international logistic issues by including all relevant matters – be they legal or economic type. Furthermore, each of the two disciplines jointly forming the programme, in particular logistics and international maritime law, is international by nature.

The conception of KLU and IMLI aims to let the students benefit from international experienced academics as well as from the practical knowledge of professionals from a wide range of backgrounds within the international law and maritime logistics industries. Furthermore the KLU relies on bringing the students in touch with different academic and learning environments just as different economic and social relations. The partnership with die International Maritime Law Institute (IMLI) in Malta is meant to bring in many international aspects as well as firms are encouraged, for example, to contribute to courses with input on practical international experience from their day-to-day business.

Appraisal:

According to its core themes the joint programme includes a vast range of international content. This content and alike the emphasis on international references of faculty and experienced practitioners employed at both entities is evaluated suitable by the panel to foster the graduates' employability. This assessment the panel sees confirmed by the CV's of the faculty at IMLI and KLU.

	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

So far there exists no comparable master-level programme combining maritime law and logistics in one educational concept in the competitive environment of the KLU. Moreover the programme benefits from the collaboration of two experienced educational institutions, each specialised on one of its key aspects, developing an integrated curriculum. In this constellation it aims at attracting students from around the world that would prefer to be taught in notable, small-scale institutions because of their size and the variety of didactical offerings.

Altering costs, prices, logistics structures, supply chains and comparative advantages are defining countries' competitiveness and level of integration into the global transport and trading networks, likewise an increasing number of refugees and migrants traveling by sea pose new challenges to prospective logistic managers. The programme aims in particular at equipping students with skills in legal, logistics and economic aspects of international shipping, with necessary competences to deal with the challenges of moving goods and people by sea for and in case of humanitarian relief as well as preparing them for leadership roles in international projects, gathering people from different cultures. By this conception the master programme intends to prepare graduates for a range of careers in government agencies, international organizations, consultancies, the shipping industry, and the academic world.

KLU is organized in the departments: "Logistics" and "Management and Economics" which reflect KLU's orientation as a "university of logistics and leadership". Consequently KLU represents a broad spectrum of what is commonly subsumed under the headings of logistics and business administration. The KLU states its mission to

- be a main source of interdisciplinary insight for global logistics research and practice
- bring logistics expertise to leadership positions and operational logistics functions in the logistics industry and related industries,
- be first choice for executives seeking to expand their expertise in logistics and for logistics managers in Germany, Austria and Switzerland,
- give an international perspective in research, teaching and learning

The new programme should build on and extend the programme portfolio by adding a focus on maritime topics and global developments, both very much in line with KLU's position as a logistics university in one of the biggest ports of Europe. It is meant to focus on KLU's topical foci of promoting science and research in transport and logistics.

Appraisal:

With its orientation toward a very special niche, a study programme for humanitarian logistic has an own position in the educational market. The University plausibly describes the target group and the positioning of the programme in the referring educational environment. With regard to the competencies and skills that graduates are going to be given, the gain of opportunities of employment owed to the programme is convincingly presented. The university has a clear vision of current and future fields of employment for graduates.

In design and execution, the programme is dedicated to an international perspective, a key aspect of the university's identity. Accordingly, by combining both, logistics and internationality, it is closely related to the core area of the KLU's expertise and is firmly rooted in the vision of

its founder and the objectives of the Kühne Foundation. It fits with the portfolio of graduation programmes offered by the KLU and implements a new, legal dimension of internationalisation.

		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 programme conveys a joint degree in collaboration of the KLU and the IMLI. Each cohort has a volume of at most 30 students. The applicants are enrolled in common coordination of the co-operation partners. Prospective students have to meet the following requirements:

A qualifying bachelor's degree or a comparable degree in a relevant degree programme has to be documented. In this connection a relevant degree has to show a combination of subjects and academic performance indicating that the applicant is likely to successfully complete the master programme during the standard period of study. A business, economics or law specialisation is normally required. Other specialisations, for example industrial engineering, information systems or business mathematics and other courses may qualify for admission if there is adequate proof of enrolment in business and economics or law courses during the undergraduate degree. At least 4 courses normally are considered to be adequate.

The applicants have to have completed a minimum of 180 ECTS or an equivalent thereof during the course of the first qualifying university degree.

KLU and IMLI have founded a common Admissions Committee. It consists of two professors of the KLU, one student, nominated at the proposal of the student body from KLU and two more professors of IMLI.

Additionally to the common admission requirements and above the formal requirements, both institutions will assess:

- special previous work experience,
- the applicant's motivation, as visible from the two reference letters and an individual essay, illustrating the reasons for choosing the programme,
- The applicant's affinity with the domain area as proven by voluntary work, experience at sea, etc. as presented in the applicant curriculum vitae,
- The ability of the applicant to interact in international environment, as shown by eventual study abroad period, and
- IT and language skills.

In this context, KLU's admissions regulations, in the case of foreign degrees require a proof of a degree grade in the top third of degrees awarded within the relevant university system. The results of the evaluations by the admissions office are generally but not exclusively taken into account. Usually in addition the recommendations of the "Zentralstelle für Ausländisches Bildungswesen" of the conference of ministers of education also find consideration. The Admissions Committee at KLU reserves the right to make individual decisions on a case-by-case basis.

To make sure the applicants linguistic eligibility in spoken and written English the KLU asks for a documentation proving skills of at least 577/233/90 TOEFL points. Equivalent certificates are accepted as well.

Applicants thus have to submit the following documents:

- a correctly completed and signed application for admission including a statement of the applicant's reasons for the choice of course in English,
- a copy of the undergraduate degree – if necessary a certified translation into English,
- an academic transcript or record of study – if necessary a certified translation into English,
- a proof of adequate knowledge of English,
- two letters of recommendation and
- an informative curriculum vitae in tabular form in English.

Furthermore an Admissions Committee at KLU may publish a minimum grade point average (numerus clausus) each year. If no minimum grade point average is published, there is no such hurdle.

In case of certified permanent physical disability to submit some or all of the documents in the requested form the Admissions Committee may permit the submission in another form, section 3.6 AR.IMLLog.

If the formal requirements were met, a selection procedure is to be passed. The grade of eligibility will be examined by the Admissions Committee. The criteria for this examination are:

- the courses comprising the university degree,
- the grade point average of the university degree,
- the written statement of reasons for the choice of study and
- the command of the English language.

In addition to these issues, an evaluation of

- the academic achievements in the relevant subjects (in particular in mathematics, economics and other quantitative subjects),
- internships and other professional experience,
- extra-curricular activities and social involvement,
- essays on the applicant's professional development, motivation and curriculum vitae and
- the letters of recommendation.

The Admissions Committee decides by majority decision within six weeks. Candidates may be admitted, admitted with conditions, or rejected. A conditional acceptance requires the applicant to either provide missing documentation on a formal criterion or complete and/or document not yet completed or missing exams before an unconditional acceptance. In general, applicants are allowed three months for completing these requirements.

Prospective students find the admission requirements and the admissions process described in detail in the respective admissions regulations and on the internet pages of KLU and IMLI. In addition, admission requirements are also described in information brochures. More detailed and personal information formats are offered by the student recruiting offices at KLU and IMLI. To establish contact the applicants can phone, write or schedule appointments with members of the student recruiting offices which provide information on the more formal aspects, such as necessary documents, scholarship options, or employability. Students can also join a so-called buddy day at KLU, accompanying current students through a typical university day, including in-class visits and meeting other students along the way. In addition, contacts to KLU students are also easily accessible via the "Ask-a-student" button on the KLU's website. Professors, especially the academic directors of the programmes, are available for questions via mail, phone or personal appointment.

During open day in spring KLU opens its doors to the broader public including prospective students.

Appraisal:

The enrolment regulations for the programme are comprehensible. They refer to national requirements.

The HEIs offers applicants a selection of possible ways to attend for information about the programmes, enrolment procedures and requirements, support in different matters like career perspectives or international matters. Competent administrative staff is available via E-Mail, Telephone or within published contact-hours. Requests are generally answered within a lead

time of at most 24 hours, except of weekends. The administrative staff is prepared to advise the applicants on the same communication channels.

From the information given in the documentation by the HEIs, the panel in the beginning of the accreditation process gained the impression, that the programme is meant to lead to an education mainly aimed on the professional business field of international logistic companies. Therefore the panel first wondered about the absence of national implementation acts and practices, particularly with regard to English law and international law within the curriculum. Within the assessment process the panel learned, that the focus of the programme is on humanitarian logistics and law. The panel therefore **recommends** that KLU emphasizes this objective within all appearances of the counselling process with prospective students.

The HEIs conduct a selection procedure. The correlating regulations are transparent and published by the respective university. The criteria provide an appropriate choice of applicants.

The admission requirements define required results in a concrete language test to ensure that students are able to successfully complete the study programme. The admission procedure is described, documented and accessible for interested parties. The admission decision founds on transparent criteria and is communicated in writing.

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

3 Contents, structure and didactical concept of the programme

3.1 Contents

The following graph illustrates the course of studies:

Curriculum MSc International Maritime Law and Logistics					
Regular modules = 5 ECTS 1 ECTS = total student workload of 30 hrs 120 credits * 30 hrs/credit = 3600 hrs			Mandatory Logistics	Mandatory Management	
			Mandatory Law		
Year 1		<			
Semester 1 Oct. - Dec. (Malta)	ECTS 25	ECTS	5	mandatory	Introduction to International Maritime Law
			5	mandatory	Carriage of Goods and Passengers by the Sea
			5	mandatory	Proprietary Interest in Ships
			5	mandatory	Wet Shipping
			5	mandatory	Business Logistics & Supply Chain Management
Semester 2 Jan.-May (Malta)	25		5	mandatory	Law of Maritime Safety and Security
			5	mandatory	Introduction to the Law of the Sea and Humanitarian Law
			5	mandatory	Maritime Claims
			5	mandatory	Settlement of Dispute
			5	mandatory	Logistics and Sustainability
SUMMER 1 Jul. - Aug. (Malta or Hamburg)	10				Dissertation Project
Year 2					
Semester 3 Sept. - Dec. (Hamburg)	20		5	mandatory	Advanced Topics in Logistics
			5	mandatory	Analytical Methods in Logistics & Supply Chain Management
			5	mandatory	Leadership & Organizational Behaviour
			5	mandatory	International Maritime Law: Law of the Sea Specific Regimes I
Semester 4 Jan. - July (Hamburg)	20		5	mandatory	Maritime Logistics
			5	mandatory	Humanitarian Logistics
			5	mandatory	Managing Supply Chain Complexity
			5	mandatory	International Maritime Law: Law of the Sea Specific Regimes II
SUMMER 2 May - Aug. (Malta or Hamburg)	20				Master Thesis

The first introductory module “Introduction to International Maritime Law” aims to give students an overview over the main international maritime conventions and domestic statutory or legislative sources of shipping law. Students who are not familiar with legal topics will be provided with an understanding of public international law and shall be prepared to apply it when undertaking studies in other modules of the programme, e.g. “law of the sea”, modules XIV and XVIII in the third and fourth semester, and “settlement of disputes”, module IX in the second semester. Students in particular will gain an understanding of the relationship between shipping and international trade, liner and tramp trade, and how international maritime law influences business decisions and strategies in the logistics and shipping sector.

In addition to that, students will have to attend the basic logistics courses “Business Logistics & Supply Chain Management” and “Logistics and Sustainability” in the first year. The first of

these modules concentrates on the conceptual and theoretical foundation of logistics and supply chain management as both a business function and an industry. Its foci are transport, inventory, warehousing and information, including a brief introduction to the analytical tools used to optimize them.

“Logistics and Sustainability” is concerned with the application of the tools of modern economic and business theory to the international transport, port, and logistics industries. Particularly humanitarian supply chains (mainly driven by the social aspect) and closed-loop supply chains (mainly driven by the environmental aspect) will be addressed. In this connection sustainability will mostly relate to environmental and social aspects. Here the foundation gets laid for the more specific courses in the second year, namely those focusing on humanitarian logistics and supply chain complexity.

At the end of this first year a dissertation project is meant to summarize the acquired knowledge at IMLI, before starting the second year at the KLU. As the work will be mainly focusing on legal topics, an IMLI professor will supervise the project. The third and the fourth semester subsequently focus on the issues

- Advanced Topics in Logistics,
- Analytical Methods in Logistics & Supply Chain Management,
- Leadership and Organizational Behaviour,
- Maritime Logistics,
- Humanitarian Logistics and
- Managing Supply Chain Complexity.

All the modules are practically oriented, applying theoretical knowledge to case-to-case situations. After acquiring a basic knowledge of logistics and supply chain management, students in the second year will be asked to apply qualitative and quantitative scientific methods to assess the performance of a company and to evaluate the most important theories, principles and methods of management and related disciplines. The module “Analytical Methods in Logistics & Supply Chain Management” gives students who are not familiar with mathematical tools an introduction to mathematical modelling and quantitative methods and techniques for effective decision-making. Students with a business-related background will be able to apply their expertise on supply chain management topics and gain more understanding of maritime business.

The module “Maritime Logistics” provides the students with knowledge about the methods and theories used to analyse the shipping, port, and terminal industries. The knowledge of humanitarian law, which students acquired during the first year in Malta, can later be applied in the class “Humanitarian Logistics” where students learn to evaluate the challenges in humanitarian supply chains and the opportunities for cross-learning between commercial and humanitarian supply chains. Two further law courses build on students’ previous knowledge and examine special regimes of law of the sea and discuss the regime applicable to access to ports and port state jurisdiction over foreign vessels.

The Master of Science degree in the opinion of the KLU is based on the significant percentage of quantitative methods and approaches of the curriculum. The programme title International Maritime Law and Logistics shall emphasize the foci of the intent of the programme as well as of the institutions involved in the programme.

Integration of theory and practice is a declared aim of the study programme. From the conception of the programme it is built to offers insights into legal practices in maritime logistics and adjoining filed such as humanitarian logistics. Case studies and project work are embedded in the conception of the programme. Practice and project orientation shall be achieved by including examples from actual experience, case studies or exercises considering typical managing

problems. Courses frequently include lectures by practitioners from various industries. Furthermore according to the KLU's "Meet-the-Pros", a format inviting company representatives in direct connection with a specific class, has proven its effectivity in other programmes in the past. Companies involved in these events included Tchibo GmbH, Beiersdorf AG, Volkswagen AG, Jungheinrich AG and others. As there is a close link between course content and "Meet-the-Pros" lecture, some of these lectures are only open to students attending this specific class. A widespread network of cooperating companies with specific ties to logistic providers promotes this concept.

A number of professors at KLU and IMLI beside of academic expertise also provide own practical experience. This should allow them to bridge the gap between science and the practical necessities of the corporate world.

Interdisciplinarity in the programme is already shown in the combination of the subject areas. "Logistics and Sustainability" is concerned with the application of the tools of modern economic and business. As defined in the objectives of the programme (chap. 1) it is meant to fill the typical knowledge gap of law specialists in regard to logistics and logistic specialists in regard to law. Students will be asked to consider the knowledge of both areas, when defining new shipping routes or complex logistics plans for the transportation of goods and people. Forms of problem-based learning such as case studies and project work shall develop interdisciplinary competencies to develop their individual problem solving capacities by accessing knowledge and techniques from other disciplines.

The ethical and humanitarian implications of the programmes topics are foci of different modules, as e.g. "Introduction to the Law of the Sea and the Humanitarian Law", "Logistics and Sustainability" and "Business Logistics & Supply Chain Management". It is the intention to raise the students' awareness for the ethical implications inherent in all managerial decisions. Graduates should be able to judge and prioritize, to act accordingly and in doing so to foster a sustainable, ethically and socially aware development of their organisation.

The KLU library offers workshops in using scientific literature, finding relevant sources and treating and documenting secondary sources appropriately in research, writing and presentation. During the course students are prepared for producing written assignments. Kept short in the beginning, the scope expands increasingly culminating in the four-month master thesis. But also before, all modules include a familiarization with the methodological approaches of the field they deal with. The module "Leadership and Organizational Behaviour", for example, introduces students to various research issues and theories from psychology and organization research which they then apply to problems in the field. The programme partners have agreed to accept KLU's "Guidelines for Writing and Preparing Presentations, Written Assignments, and Theses" as well as the "Code of Academic Integrity" as standards for the programme.

The first year of the programme in Malta is bound to the assessment methods of the partner institution. There, most of the examinations generally are a combination of a final examination (50%), a written assignment (40%) and participation in class (10%). To meet the German accreditation requirements for joint programmes, the programme management at IMLI has declared in the context of a Skype-conference with IMLI representatives, to assess the Modules of the joint programme in one integrated final examination. The exams at the KLU generally consist of a written assignment or a final examination. If didactically sensible, group works or other competence-related variations have been included.

An interdisciplinary dissertation project has to be written at the end of the study period in Malta, referring to a mainly legal topic.

The master thesis has to be written as the final paper. Students of the programme will have to submit their master thesis at KLU. The master thesis will be written in English and follow an

interdisciplinary approach. A KLU professor will be in charge of the evaluation, an IMLI professor will act as a second advisor.

Appraisal:

The HEIs designed a conclusive curriculum. It takes into account the qualification objectives of the programme. The programme contents are convincingly divided into the special research areas of the partner institutions. The relations between the modules as well as the contents within the modules are balanced and consequently competence oriented.

The programme title properly describes the combination of the two main foci of the programme. According to the share of quantitative methods and approaches in the programme and concerning the basic right of the University to name its programmes, the panel supports the award of the grade “Master of Science”.

In the conviction of the panel members the HEIs integrate practical questions and topics consequently into curricular teaching. The programme has strong interdisciplinary implications in its objectives as well as in its implementation by bringing combining completely different matters by focussing on the area, where mutual influence of the topics gain considerable weight. Within the curricular framework ethical implications related to the maritime logistics and the legal aspects of maritime law and action are discussed and interdisciplinary considered.

Students' methodological competencies get trained throughout the curriculum by different exams and teaching methods. They acquire the required level to do scientific work according to the objectives.

All exams are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The variety of test formats corresponds to the targeted learning outcomes and competencies of the respective modules. Regulations and criteria referring to the process of working on the master thesis are transparent and published.

	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

Projected study time	4 semesters
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Number of Credit Points (CP)	120 ECTS
Workload per CP	30h
Number of modules	20
Time required for processing the final thesis and awarded CP	4 months 20 ECTS
Number of contact hours	915

	<u>Documented in regulations</u>
Recognition of exams from other Universities	Section 10 (1-2) General Requirements for Master Programmes at Kühne Logistics University (GR_M)
Recognition of non-academic attainments	Section 10 (5) GR_M
Rules for students with a permanent physical handicap	Section 8 (2) GR_M
Workload per ECTS	Section 4 (6) GR_M
Relative grades or grading scheme as per ECTS	Section 19 (5) GR_M
Award of Academic Degree	Section 28 GR_M

The programme design should bring all students to the same level of knowledge in both disciplines, regardless of their individual background. Therefore during the first year students are offered 10 credits on logistic and business to equip them for the second year. At the same time modules with a special legal emphasis are suited also for students with a non-legal background. The modules with a legal focus on the second year allow for further examination of the topic presented in the first year with particular attention to issues at the intersection of logistics and law.

There is a Module Handbook which displays relevant information about the several modules of both entities of the programme cooperation. Especially the amount of awarded credit points, the requirements for this, the content and the learning outcomes as well as the duration, frequency and time of the respective module, the lecturers, teaching methods possible special features of the module and literature references are given. Each module takes no longer than one semester. The workload of the modules is also shown divided into contact hours and non-contact hours. The accuracy of these data will be reviewed during regular evaluations after the programme once started.

The partners on the programme have agreed on a common "Subject-Specific Course and Exam Regulations". Therein the curriculum, the programme objectives, the programme sequences and the standard period of study, the internship, the master thesis and the academic degree are defined. This document – as well as a common "Grading and Assessment Policy" (GAP) and a common "Quality Assurance Concept" (QAC) – is an appendix to the joint venture agreement.

The partners within the cooperation handle their own general course and exam regulations.

The programme follows the guidelines and standards KLU has set itself with regard to equal opportunity and diversity, most prominently stated in the code of conduct displayed throughout the building. The code of conduct is also agreed as common regulation within the joint programme by the partners. Hereafter people shall be valued "irrespective of characteristics or attributes as gender, gender identity, sexual orientation, colour, religion, nationality, ethnicity, age, social status, race and disability". As a matter of fact, the KLU has reached a total percentage of 33.6 % of female enrolled students in this traditionally male dominated sector. This was accomplished amongst others by consequently featuring male and female students alike in photos and testimonials in marketing and recruiting materials. In order to promote the integration of women in the formulation of national and international legislative instruments, fifty

percent of the places on the programmes at IMLI are reserved for suitably qualified women candidates.

Furthermore, section 5 of the enrolment regulations provides a leave of absence for example for health or family related issues such as pregnancy, parenting or care for relatives. Section 8 GR_M guarantees individually tailored alternative exam formats to students with documented health conditions. As the panel has learned within the skype conferences IMLI is also trying to promote female students as well as administration staff or lecturers.

2015 also saw the establishment of the equality and diversity office (EDO) at KLU whose members serve as points of contact for those issues that cannot be solved without assistance. The function as a EDO representative among others includes the right to attend all committee meetings, such as the admissions committee or the hiring committee, and access to their documents. It also gives the opportunity to voice impressions and opinions in the academic senate, for instance before votes on professorial hiring lists.

Appraisal:

The structure of the programme with its modules assures that students acquire the competencies defined by the objectives. Thereby the requirements referring to modularisation are implemented. The ECTS-Points are based on plausible derived information about the necessary student workload. The module handbook provides all the necessary information referring to the definitions established in the ECTS User's Guide.

The official approval of the subject-specific study and exam regulations (FSPO) by the "Behörde für Wissenschaft und Forschung Hamburg" may be requested only after the accreditation has been completed and therefore is still pending.

The general study and exam regulations of the KLU (ASPO) are put into effect. The ASPO set the framework for all master programmes at the KLU. Here the exam forms and the entitlement to compensation for disabilities in terms of time and form are defined.

It also provides regulations for the recognition of degrees and periods at other HEIs in accordance with the Lisbon Recognition Convention. However, this does not yet sufficiently ensure that the partner universities accept a recognition decision, even if it concerns modules at the partner institution. The implementation of the provisions of the Lisbon-Convention is mandatory following the German accreditation regulations. Although the KLU internally already fits the relevant requirements, in the opinion of the panel the Partners still have to formally implement the recognition of former higher education achievements in accordance to the Lisbon-Convention within the joint-programme.

A process for recognition of periods of practical work is stipulated. The FSPO regulates the specific structural requirements for the programme such as the curriculum including the fixed exam forms of the particular modules. The latter no longer reflect the latest status. As the academic director of the IMLI explained, the IMLI exam forms currently proposed in the module descriptions and the curriculum will be changed to integrated module assessments in order to correspond to the German requirements. This change still is not transparently transferred to the affected documents such as the curriculum (within the FSPO) and the module handbook.

The final grade is supplied with a relative grade, which corresponds with the former recommendations of the ECTS-Users-Guide before 2015. The ECTS-Users-Guide 2015 introduced the ECTS-Grading-Table. In accordance to the latest ECTS Users Guide the panel therefore **recommends** introducing the ECTS grading table. Consequently, the panel advises the accreditation under the **condition** that

The KLU submits:

- a) documents, that ensure the recognition of degrees and periods at other HEIs in accordance to the Lisbon Convention also for the parts of the programme being conducted at the partner institution. (e.g. in the joint venture agreement)
- b) the adopted, approved and published “subject-specific study and exam regulations”
- c) versions of the module handbook and the curriculum within the subject-specific study and exam regulations, adjusted referring to the introduction of integrated module exams even in the Malta-modules of the programme

The workload per year does not exceed 60 ECTS-Points. The panel is convinced that the feasibility is granted by a plausible workload-calculation, professional organizational planning of frequency and number of examinations supported by the administration staff and a close and ambitious student counselling by academic staff and administration.

Gender equality and non-discrimination is ensured by both HEIs of the joint programme. Students with disabilities are provided with affirmative actions concerning time and formal standards and requirements throughout the programme and examinations.

		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

Following Kolb’s Experiential Learning Theory the programme understands learning as a process whereby knowledge is created through the transformation of experience. Accordingly, it is governed by the following didactic core aspects:

- Active learning shall put students center-stage (rather than passively listening to an instructor),
- Focus on applicable contents and
- Sustainable knowledge and competence gain in combination with subject-specific as well as subject-related and social competencies.

The didactical approach to each module is aligned to the intended learning outcomes. They vary depending on the content and qualifications to be conveyed in each module and display a corresponding variety. Teaching approaches to each module are documented in the respective module descriptions. The realisation follows an approach, that is not limited to the possession of knowledge that is specific to logistics and maritime law domains, but also to the ability of interacting with others, develop one’s own abilities and expertise, be resilient and function in high pressure situations, and manage cultural differences.

One focus is set on the idea of integration, rather than fragmentation of the contents of the programme. Hence when the students spend their first year with IMLI, they also attend initial courses in logistics taught by KLU faculty and during their second year at KLU they will also attend advanced courses in maritime and humanitarian law. Moreover, the logistics courses selected for the programme discuss regulatory aspects and the law courses as well raise the logistics implications of the regulations. The assignments that the students are working on are

also structured so that students have to use not only the knowledge acquired during the specific module being tested, but also the other modules, previous studies, work experience, intuition and creativity.

The partners, KLU and IMLI, concentrated on a holistic approach in the way course activities got structured. The courses use interaction between students and lecturers. Likewise the discourse between students and business professionals is required not only in the classroom but also during social events. Students are often required to work in small groups and present their ideas in a constructive and collaborative way. This requires them to coordinate their work, engage with others, negotiate and discuss in a constructive and respectful way. The concept provides for a balance between lectures and more participatory teaching and learning methods. Hence, lectures are used for teaching new concepts, while active class participation such as presentations of assignments or discussion of case studies is used to change the lecture information into skills and competences where critical and independent thinking are required. Lectures can also be combined with seminars delivered to the students by industry experts to improve their exposure to the industry even more. Such interaction shall provide first-hand knowledge on the way the maritime business develops, strategic decisions are taken and policies formulated.

The didactic concept of the programme is supported by a Moodle platform, which not only allows interactive work and specifically teamwork, but also provides professors with the opportunity to supply additional material such as quizzes, exercises raising questions related to the latest case studies or providing a chance for evaluating one's understanding and command of topics or methods. Students are thus motivated to work independently, find out about work and study styles that best suit them and research topics that might have caught their interest.

As a component of the programmes teaching method the continuous assessment is scheduled. Students are urged to regularly review class materials and deepen concepts and ideas presented in the classroom. This is done through assignments, exercises and evaluation sheets throughout the course. This approach shall guarantee that students arrive at the exam period well prepared. In the dissertation project and master thesis periods the students are also encouraged to work on interdisciplinary topics that arise from the interface of maritime law with logistics.

Lecture scripts, slides, exercises, current news etc. are part of each class. Professors either provide this material or point students to relevant sources. To make sure that study material such as textbooks and scripts adapt current developments of the field which they relate to, professors of course update and adapt their material as they see fit. Additional support is given with the administrative unit "programme management" which has been restructured to incorporate all offices directly administering processes in teaching and learning. Frequent interaction between students, programme managers and programme coordinators shall provide important feedback on teaching material and class set up, either by means of written evaluations, during structured feedback talks or as individual feedback. The information thus collected is passed on to the professors and is also used to adapt or redesign class material.

The inclusion of external lecturers with substantial practical experience is standard procedure for all KLU and IMLI programmes. Lectures dealing with different parts and aspects of the corporate world take place on a regular basis as part of classes, case studies and excursions. The class-related formats are supplemented by free formats such as the Meet-the-Pros series at KLU that brings the experience of (supply chain) managers and researchers directly to the students by way of lectures and discussions. KLU also offers fireside talks with experienced senior managers and career talks with junior managers and invites companies to campus on a regular basis in order to give students the opportunity to inform themselves about various business activities and career opportunities. This structural approach is also performed by the partner HEI.

Both, KLU and IMLI are attracting a diverse student body. Thus sometimes it is necessary to set up remedial tutorials. For statistics for example this happens at the KLU based on a math placement test conducted before the beginning of classes with all new incoming students. Generally tutorials get scheduled on short notice if difficulties become apparent in class. Tutorials at the KLU are held by PhD students, usually over a period of 6 to 8 hours.

Appraisal:

The university and its partners in this joint programme describe a didactical concept which is strictly oriented to the objectives and the defined learning-outcomes of this study-programme. The applied didactical methods of teaching are both suitable in relation to the awarded competences and also up-to-date and innovative. They encourage students in an exemplary way to take an active role in creating the learning process.

Due to the programme's concept status with a planned start in September 2017 the panel was offered only a few selection of course materials which showed an adequate qualification level. Since lecture materials were not complete at this stage, the panel cannot conclusively judge the quality of the materials. Consequently, the panel advises the accreditation under the following **condition**:

The university submits the master-level lecture scripts for the first semester.

According to the programme's concept and the known general habitus of the institution guest lecturers are regularly invited, both to curricular lectures and extracurricular events referring to the study programme attendees. The guest lecturers are mostly well known representatives of relevant business companies, usually belonging to the widely spread network of the KLU and its partner. According to the panel this supports the students' practical understanding of the programmes' content and enhances the students chances of employment thanks to the profound insights they gain.

If need is recognized, tutorials get scheduled to support the students' learning process and development of competencies 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)				condition	
3.3.3 Guest lecturers		X			
3.3.4 Lecturing tutors			X		

3.4 Internationality

The programme lends itself to looking at taught contents from an international perspective. This is on the one hand favoured by the cooperation with international partners at two locations. On the other hand it also treats topics that in and by themselves hold an international and intercultural perspective. In the age of globalization, supply chain management as well as maritime law and logistics are truly international disciplines and could not be imagined without an

international or cross-cultural perspective. The module “Leadership and Organisational Behaviour” – to give only one example – offers an opportunity to include corporate organizations’ vantage points.

International and intercultural experience also is gathered during the two semesters that each student spends away from his home institution. Apart from being sensitized for intercultural topics, students experience different academic environments and learn about perspectives and approaches that are shaped by regional economic, social and cultural parameters and developments. The combination of incidental and controlled components in course design concerning this matter enables students to orient and position themselves in contexts that require an international perspective and/or intercultural awareness and to transfer this ability into future work situations as well.

With its degree programmes completely conducted in English, an English marketing campaign on the KLU’s website, programme brochures in English and an extensive use of the opportunities of social media and internet advertisement, KLU specifically targets international potential students. So far, about 50% percent of the two extant master programmes come from foreign countries. With 60%, this percentage is slightly higher for the programme in Global Logistics and Supply Chain Management. KLU is convinced to continue this trend even with the newly planned programme. Strengthening effects should be expected by the fact that the programme is conducted in cooperation with an international partner who brings in his share of students as well.

Faculty members of KLU come from different countries such as Italy, Greece, Scotland, the US, and Germany. In addition to that the International Maritime Law Institute is set up by the very similar principle, to employ specialists from all over the world to teach maritime law.

Appraisal:

Since already the topic of the programme by maritime law as well as the complexity of logistics is not separable from international references, international issues are inevitable content of the curriculum. This expectation is highly well served by the contents of the classes of the joint venture’s common modules. The experts deem the modules content as well as to the bilateral structure and design of the curriculum to be sustainably developing international and intercultural skills which in their opinion represent a key area of the study programme. Students will thus get particularly well prepared to the professional challenges of their future working environment.

It is also highly expected by the university as well as by the panel, that – corresponding to experienced reality in KLU’s offered programmes – the student body will be built of applicants of all regions of the world. Since IMLI is also an institute with an international catchment area, this expectation is fostered by the fact, that IMLI also enrolls applicants to the programme. This also will forward a student body of different cultural backgrounds and various languages, with positive effect on items and view angles discussed and examined in classrooms and group works. It thus fits optimal with the objectives of the programmes’ concept.

Faculty of the programme – whether at KLU or IMLI – is internationally composed in nationality, professional experience and academic background. This promotes the acquisition of international competences and skills, so the panel is convinced. The composition of the faculty therefore gives the course additionally international and intercultural profile.

Lectures and course materials are kept exclusively in English language.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4	Internationality				
3.4.1*		X			
3.4.2		X			
3.4.3		X			
3.4.4		X			

3.5 Multidisciplinary competences and skills (Asterisk Criterion)

Since the programme is consecutive, participants are expected to have acquired a broad foundation in their subject-specific knowledge and basic key qualifications during their first course of study. Based on that foundation students are expected to organize themselves in teams and hold presentations, thus honing their conversation techniques, their presentation abilities, their ability to discuss and convince, but also their ability to cooperate and manage conflicts. Simultaneously the individual performance and development is evaluated continuously by the professor.

It is part of the goals of the programme to qualify the graduates for a broad spectrum of managerial and/or leadership tasks in supply chain companies, public agencies, or non-government organizations. Therefore leadership qualifications are considered a key competency and will thus be considered from a conceptual and theoretical as well as from a practical angle. The module “Leadership and Organizational Behaviour” specifically accommodates this approach and thus forms an important part of the programme. Furthermore, the combination of maritime law and logistics is already an interdisciplinary programme composition itself.

Appraisal:

Due to the programmes’ contents as well as the applied didactical and methodical measures students acquire communication skills as well as cooperation and conflict handling skills in accordance with the module descriptions. Further multidisciplinary competences, such as leadership skills and legal aspects, complete the profile.

	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 programme intends to lay a focus on applicability by qualifying students for the future roles in the professional world. This is promoted by the fact that students come to the programme as graduates. Thus, they are already provided with different theoretical and methodical skills. The study programme takes up this knowledge and gives it further development. In this connection the foci lay on

- analytical and problem solving competencies for managing supply chains and organizations
- application of sophisticated qualitative and quantitative research methods in decision making processes

- Acquisition and expansion of leadership competencies such as negotiation, conflict management and project management
- Intercultural (business) competencies
- Training of teamwork capacities
- Presentation skills
- Working under time constraints in a competitive environment under high quality standards
- Learning how to learn and improve – as an individual and as a team

Appraisal:

The course is deemed efficient by the panel to equip the attendees with an adequate level of employability. To reach this aim the programme has an emphasis in combining theoretical knowledge with practical application. The composition of students with different national and cultural backgrounds facilitates the mutually beneficial exchange possibilities and additionally effects the achievement of the learning outcomes. This all promotes the ability to take the broader view and to use the skills acquired actively in new areas of work and develop them further. This approach runs as a common thread of the study programme through all its modules.

		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

Rather than implementing the common German structure of professorial chairs, KLU is organized in the American tenure track tradition. Since professors do not have personnel at their disposal, teaching is not delegated – every professor teaches all of his classes in person. All professors at KLU fulfil the qualifications as required by the “Hamburgisches Hochschulgesetz”. Professors involved in teaching at the partnering institutions have to fulfil defined quality-standards required by his institution to the fullest. The KLU has provided the CVs of the professors from partner institutions as well as CVs of their own faculty.

The majority of professors teaching the programme hold full-time positions at their respective universities. Teaching responsibilities are documented in the module handbook, which lists the module director and lecturer for each module, if not identical. A multi-disciplinary teaching matrix was presented by the KLU. It indicates the teaching involvement of the lecturers all over the KLU degree programmes.

The dean of programmes oversees all processes in teaching and learning at KLU. In addition, each programme has an academic director from the resident faculty. Faculty staff at the KLU is hired considering the requirements and conditions of the Hamburger Behörde für Wissenschaft, Forschung und Gleichstellung. The ministry examines each contract and finalizes the hiring process.

Requirements for an appointment as a university teacher are defined by section 15 of the Hamburgisches Hochschulgesetz (HmbHG). Thereafter, the applicant in general must prove a Ph.D.. As further prerequisite academic achievements typically required of junior professors or lecturers and researchers at universities have to be documented. Beside an over-average achievement applicants have to present a remarkable publication list and to convince in their didactic abilities and mandate contacts to the corporate world.

Section 15 (4) HmbHG furthermore defines that pedagogic and didactic qualifications have to be documented during an assistant professorship or a longstanding and successful employment with institutions in higher education. Applicants for resident faculty are always asked to provide a didactic concept outlining their position in and contributions to the existing curriculum as well as ideas for further development of KLU's programme portfolio. In order to include a student perspective into the appointment process, student representatives are always part of the appointment committee.

Based on student evaluations, the best resident professor and the best external lecturer are awarded the KLU teaching award. It is conferred during the graduation ceremony, ensuring high esteem and visibility within the KLU community. Faculty whose evaluations do not meet the university's quality standards are given the opportunity to attend didactic seminar in agreement with the president and the dean of programmes.

To realise a continuous research activity the KLU awards a publication bonus to those who publish in journals listed as A+ or A journals in the KLU journal list. In order to promote research activities, with 5 hours a week per semester teaching obligations at KLU are lower than usual. Moreover each professor is provided with a research budget to be used at his discretion. As a result of this KLU ranked third in the latest biannual Handelsblatt ranking that considers research output per professor among all business schools in Germany.

Professors at the cooperating institution are and have all been subject to careful evaluation within their respective educational systems. Their home institution is fully recognized by the German *Kultusministerkonferenz* (cf. anabin databank).

The KLU submitted a matrix, which describes the teaching obligation of all courses at the university

Corresponding to the KLU bylaws, experience in disciplines outside academia is mandatory to be appointed adjunct professor. These positions are dedicated to teaching and are assigned a higher teaching load and serve to combine theory with practical experience.

Faculty at KLU meets once per week for a faculty meeting where topics concerning teaching, research and administration are discussed. The president and the unit head for programme management regularly join as guests. Programme managers and academic directors – even cross school – are in close and regular contact about programme issues, and the dean of programmes regularly confers with the head of programme management.

The professors of a programme develop teaching formats together and sometimes, mostly in project oriented modules, deliver these in cooperation as well. To ensure optimal coherence between classes, build up qualifications sensibly, and avoid doubling of contents, professors teaching related fields discuss and coordinate their classes. New external lecturers are introduced in detail to expectations and processes in teaching and learning at KLU during an introductory meeting with the head of programme management.

The panel was handed the complete CV's of all lecturers, involved at KLU as well as at IMLI. A conference skype-call was set up to enable the panel to evaluate the referring practice at the institution in Malta. Programme management and some administration staff were available to the panel and gave information about the respectively local processes of staff selection and internal cooperation.

Both institutions claim an informal way of counselling by the professors an efficient and intensive way of support. This takes place during and around class or as part of the open-door-policy in the professors' office without need of an appointment. In addition, each professor offers individual advisory sessions on class content, exam requirements and assignments such as presentations, papers or the concluding thesis.

Moreover, since students will be experiencing two different academic settings respectively, the conception provides that academic directors will be especially involved the students' academic progress and development and will be in close and regular contact throughout.

The common programme concept also considers the need of an overarching inner curricular cooperation within its basic agreements. Regular skype-consultations and/or personal meetings are provided to assure an adequate development of the programme. Moreover, lecturers of the home HEI will regularly accompany the outgoing students to evaluate the foreign programme and to enable consulting with colleagues as well as counselling of students.

Appraisal:

The quantitative structure of faculty allows for an adequate teaching corresponding to the programme requirements and intended qualification objectives. Referring to the programme parts held at KLU this is confirmed even when considering the individual teaching assignments in other programmes by the teaching obligation matrix. While the panels' video-calls in the occasion of the site visit appropriate teaching capacities were also credible and plausible assured by the cooperating partner. Moreover, the panel found a weightage between full-time and part-time and visiting lecturers considerably in clear favour of full-time lecturers.

The academic and didactical requirements for faculty are defined, the HEIs provide processes to verify the scientific quality of its teaching staff. These definitions and processes are consistent with the objectives of the programme. The university also verifies the pedagogical and didactical qualification of the faculty members by means of an established procedure that includes that assessors are familiar with testing and examination methods. Specific measures for the further qualification of the faculty members are implemented.

Additionally to the incentive bonus options of the KLU for publications in A-journals and the releases documented in the vitas, yearbooks and the university's own mutual "Newspaper", the panel had an impression of the distinctive scientific research projects and publications at the KLU. The range of publications, their practical reference and actuality, the choice of partners in research projects as well as funding and time windows for research within the contractual teaching load inspired the referees. The university furthermore gives separate awards for the best evaluated internal and external lecturer. Considering all this, the experts deem the faculty's academic qualification and possibilities highest-level.

The practical experience of the faculty is beneficial to the development of students skills related to the programmes' objectives.

The panel found the faculty members adequately cooperating with each other for the purpose of tuning the modules and the whole programme towards the overall qualification objectives. They could convince themselves in separate meetings with programme management, quality management and teaching staff, that meetings of all those teaching in the programme take place regularly. A formal framework for this process is still missing. The panel therefore **recommends** setting up a defined formal and binding framework of formal processes to make sure, that especially looking at the international implementations of this joint programme internal cooperation will be able to cope even with future developments.

Within the framework of skype-conferences the panel also polled lecturers and the programme management of the foreign partner about how quality of faculty respectively is assured. Thereby the representatives of lecturers, administration and programme management gave details about the selection of lecturers, internal cooperation and the counselling of students. They convincingly described processes similar to the ones at KLU. According the conversation partners, academic experience and scientific publications are the key competences within the process of selection at IMLI as well. The institution furthermore provides its own processes also to evaluate the didactical competencies of candidates. Additionally the panel members took in account the CV's submitted. The panel constitutes that the high academic background, professional career and publications of the lecturers convincingly picture the quality of the selection processes described within the interviews. In fact, teaching staff at IMLI also has considerable practical experience.

Student support is content of the contractual tasks of the faculty at both institutes. It is offered on a regular basis and serves to help students study successfully. As the panel knows from a recent accreditation process, at KLU contacting the professors is possible frequently even on the weekend. At the visit at site the panel also interviewed students at IMLI. They were reported that contact to and support from the lecturers at IMLI would be to their full satisfaction.

As the panel also learned in the interviews, support for the student's concerns and counselling also is part of lecturer contractual duties at IMLI.

	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 academic responsibility for this joint programme lies with the executive committee assigned by the partner universities. It consists of two representatives from KLU – currently an associate professor of Maritime Logistics and one full professor of Humanitarian Logistics – and the director of IMLI plus another senior lecturer at IMLI. The executive committee shall assure that the academic objectives of the programme are met and that the admitted students are eligible to complete the study programme. The committee will also be responsible to oversee the overall quality of the programme and for its didactical implementation. The executive committee will work together with the professors of the partner institutions, to ensure a constant interdisciplinary approach to all didactical matters. In addition to that, KLU is forming an advisory board to oversee the development of the degree program.

The programme management at both respective institutes is responsible for coordinating all quality assurance processes, including accreditation. It serves as contact for professors, students and cooperation partners, collects, prioritizes and processes requests and tasks, and implements necessary changes.

Programme management at KLU is directly supported by KLU's programme coordination, currently two full time positions. Programme coordinators at KLU and IMLI serve as first point of contact for all students on campus as far as study organization is concerned. Related issues are furthermore the e-learning platform, teaching evaluation, classes schedule, organizing exams, setting up Meet-the-Pros series and generally ensuring that the practical aspects of teaching and learning run smoothly. In order to do so, programme coordination also works closely with the professors.

The International Offices – at KLU currently equipped with 1.5 positions – amongst other things serve as assistance for foreign students coming to the respective institution as well as for own students going abroad. Incoming students in this programme at KLU in principle will be managed via KLU's regular campus management system because they will have regular student status at KLU. To enhance the service particularly in view on the raising student numbers in 2014 the web-based tool "Mobility Online" was implemented as a solution for the management of study abroad and all types of academic mobility plus the administration of the exchange agreements. Information and documents with regard to the International Office and the applicants are provided for the affected. For example for the outgoing students:

- the internal application for the semester abroad,
- the allocation of the students to the partner universities,
- their planned course selection at the host university,
- the Erasmus+ grants

KLU uses the campus management system CAS which integrates all relevant data like addresses, rooms, courses, lecturers, programmes, grades in one database. Thus CAS Campus is an integrated software solution.

Appraisal:

According to the panel the processes of programmes management guarantee a proper and orderly programme performance. The responsibilities all over the joint programmes parts in Germany and Malta are defined. The panel concludes, that the conceptual preparations of the cooperation are characterized by a close coordination. Interviews with the responsible programme management in Malta also confirmed this estimation of the panel that the joint venture is well-adjusted and programme-related.

Frequent mutual visits of the persons responsible for the programme are an effective foundation for the common programme execution. Both institutions already gained vast experiences from several respective exchange and cooperation programmes. To the panels conviction both institutions have the necessary infrastructure to provide a successful programme. Yet the processes basically still have an informal character. The panel therefore **suggests** setting up formal process regulations to strengthen the programme management and the programme-related internal cooperation.

The process organisation, administrative support as well as decision-making processes, skills and responsibilities are determined. The administration service at both institutions is sufficiently staffed and efficiently available for students and teaching staff. In terms of both quality and quantity sufficient staff is available taking account of their involvement on other programmes so that the processes described can be implemented appropriately.

Decision-making processes, authority, and responsibilities are defined. Teachers and students are included in the decision-making processes where their areas of work are involved. The site visit provided the panel with a broad overview of the administrative resources and the range of general services. Thus could be verified, that administrative staff acts as a service provider for students and faculty. The administrative staff is offered opportunities for a continuous 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

For the IMLLog programme, KLU cooperates with the IMLI, the International Maritime Law Institute. When they first started with the concrete preparations of designing the programme, both institutions agreed on drawing up different binding regulations regarding the organisation, contents, quality management and grading of the programme. The following documents resulted of this process:

Admissions Requirements

As already described in detail in Chapter 2 the Partners have agreed on common requirements for the enrolment to the programme, which were fixed in a joint document, binding for both institutions within the admission process.

Grading and Assessment Policy

In their common “Grading and Assessment Policy” the partners state the module handbook and the subject-specific exam regulations for the Master Programme Maritime Law and Logistic to be binding.

Moreover they agree upon, that in case of doubt and differences the rules and regulations of the respective home institution may apply. The HEIs also define criteria indicating cases of necessary close cooperation to avoid unmeant appearances, such as students in danger of irrevocably failing exams or suspected violations of academic integrity policies.

The partners also agree on the European Credit Transfer and Accumulation System (ECTS) and publish their respective volumes of workload encompassed by one Credit Point and define a common credit-conversion within their GAP. Regarding the assessments at the different HEIs it is taken into account that the different partners are subject to their respective national laws. Therefore – although continuous assessment was preferred by the institutions – assessments at KLU should in general consist of one final exam or assignment.

The HEIs describe their grading systems, define an official way of grade conversion and fix respective special regulations regarding prerequisites for re-sits for each site. In connection to this, the partners define their respective offices competent for grade transfer and for issuing transcript listings of all classes the students attended abroad with their respective grades. These offices are published in the GAP with telephone, mail and address data.

The respective home institutions are declared responsible for grade conversion and for issuing of diplomas. Finally, the institutions agree to award a joint degree.

Quality Assurance Concept

Moreover, the partners designed a “Quality Assurance Concept”. It defines the relevant quality criteria and a common framework for the cooperation regarding quality-referred issues.

Besides of the definition of common goals in academic, organisational and student-related items, the partners agreed on some concrete measures, responsibilities and regulations. These are:

- The admission of students at both entities has to take place based on the mutual subject-specific and linguistic qualities that are planned to be defined in the cooperation contract.
- Information on the nominees shall be exchanged at least once a year by conference, whether by personal meeting or via video conference.
- The Code of Conduct and the Guidelines to Academic Integrity of KLU are deemed mandatory for the complete programme, even the parts abroad.
- Students enrolling at any institution of the joint programme will be provided with a common student handbook that among other information will include contact details of advisory staff for the programme.
- Evaluation will take place every semester in each class, using a standardized students questionnaire agreed upon by all three institutions.
- Evaluations will be administered by the KLU. KLU will distribute its results to faculty members and staff involved in quality assurance measures for the programme at all participating HEIs.

- Responsibilities referring to academic quality of the programme at all HEIs get defined (offices, responsible staff). At least annual meetings to discuss the programmes current status and to decide on changes due to spotted developments are designated.
- Programme managers are named by all HEIs. These programme managers are responsible for administrative necessities and shall ensure that necessary changes are properly communicated and implemented.
- Alumni are planned to take part in an alumni survey spanning all the institutions.
- Quantifiable results of academic quality assurance measures will be reviewed and discussed on an annual basis by all academic directors of the cooperation.
- Necessary adjustments shall be decided based on the results of the review. This process has to follow a classic pdca-cycle.

The partners have agreed on a mandatory curriculum and their specific share in teaching the required classes. Admission procedures will follow the regulations of the respective home university, based on the joint admission requirements.

The parties are yet working on the text of a joint venture agreement, which shall build the framework within which the joint programme is planned to be run. The draft contract includes different regulations. The above described Grading and Assessment Policy (GAP) is fixed to be binding here as well as the KLU Code of Academic Integrity (CAI) and the KLU Code of Conduct (CoC). The partners agree on a non-discrimination statement and settle a running time of five years in first term. As period of notice 180 days are to be considered. The termination shall be admissible at least six months prior to the beginning of a new academic year.

Besides of this programme related cooperation between the HEIs there are no further contractual cooperation relations to companies with regard to the programme. But KLU as well as IMLI maintain extensive networks with various partners including logistic related companies as well as non-governmental organisations and law-related institutes like the IMO. These contacts get used in different ways. For example for site-visits, internships, cooperation for master theses or teaching and information formats with industry or legal representatives.

IMLI in 2016 already started a programme following the jointly designed curriculum and module handbook. As long as KLU does not have an accreditation for the study programme IMLI will offer the course alone, recognizing the modules involved conducted at the KLU.

KLU currently is forming an advisory board to oversee the development of the degree program. Currently the board consists of the following members:

- Dr. Beate Czerwenka, Head of the Dept. of Trade and Transport Law, Federal Ministry of Justice, Berlin. Dr. Czerwenka was previously a lecturer at IMLI and is well-versed in international legal matters pertaining to transportation
- A representative of one of the Maritime Law firms based in Hamburg
- One or more representatives of a logistics service provider engaging in humanitarian operations
- A representative of a humanitarian organization with maritime operations
- A representative from the military.

Appraisal:

The joint venture programme is based on transparent requirements already adjusted by the cooperating Partners, KLU and IMLI. Within the relevant documents (such as GAP and QAC) most basic points are treated. The partners designed and fixed the curriculum together, including the allocation of the parts of the programme to the respective institutions. By including the several amendments as appendices to the future contract these contents as well will be declared binding.

Within the QAC content, structure and responsibility for quality management measures are defined. The panel additionally comes to the conclusion that the partnership is already well established. An intensive contact between the future responsible stakeholders of KLU and IMLI takes place. The panel believes, that the partnership is already developed and beyond an informal stage.

A regular exchange of teaching staff is planned within the joint programme. In the opinion of the panel the documents (GAP, QAC) meet the relevant issues on grading, evaluation, admission and trouble-shooting in case of differences to protect the students' necessities. The Module Handbook is encompassed and contains all relevant information regarding the German prerequisites of the Common Structural Guidelines of the Länder for the Accreditation for Bachelor and Master's Study Programmes.

So there is to date no document stating binding minimum requirements for English language skills of applicants. Alike there is no regulation concerning recognition of skills and examinations gained at or awarded from another HEI. However, the implementation of the provisions of the Lisbon-Convention is mandatory following the German accreditation regulations. This includes the recognition of former higher education achievements, if substantial differences cannot be proved by the HEI.

The panel was given the right of access to read and examine the layout of the current draft cooperation contract. It also contains the partners plan to include the mentioned documents to the contract. The right of termination furthermore is destined, especially the referring period of notice. The conduction of the programme with all started cohorts until graduation is ensured.

Based on the draft status of the contract, the panel advises the accreditation under the **condition** that the final contract considers the following requirements.

The University submits the cooperation contract, signed by all partners, which fixes as binding:

- the common minimum level of prerequisites for admission, including minimum skills in English language,
- the Quality Assurance Concept,
- the Grading and Assessment Policy,
- the KLU Code of Academic Integrity,
- the KLU Code of Conduct and

The panel deems the programme to be excellently prepared and strictly oriented along the objectives and the needs of the referring professional field. The partners are already closely linked and familiar with each other's institutions. The structure of the programme and the distribution of contents to the HEIs involved reflect the special strengths of the respective HEI and thus show that this cooperation will affect positively the profile and skills of the prospective graduates. The panel therefore assumes that the programme will make a significant contribution to the internationalization of the profiles of the universities. Additionally it will expand the radius of depicted disciplines of both institutions.

		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)				condition	

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)					X

4.4 Facilities and equipment

KLU

Kühne Logistics University is located in the HafenCity in Hamburg (Großer Grasbrook 17). It has a total area of almost 8,000 sqm. There are currently 9 lecture rooms (69-122 sqm), two seminar rooms (18-34 sqm), an IT-Lab and an auditorium (269 sqm). Two lecture rooms can be connected and expanded up to 190 sqm by means of bridged walls. The former cafeteria (253 sqm) is currently converted into three additional lecture rooms.

All lecture rooms are equipped with a projection screen, projector, a presentation laptop, white board, flip charts, sound system, media technical equipment and wireless local area network. KLU does not provide presentation laptops and projection screen in the seminar rooms per se, but mobile equipment can be provided if needed.

Furthermore, students can use 25 breakout rooms to meet and study together. The library also offers workplaces, partially located in the stacks and partially in a quiet zone. For courses such as the SAP-Laboratory, the IT-Lab is available. Via myKLU, an internet platform, students can access all electronic resources from outside the university building. In addition, KLU-students have also access to other facilities in Hamburg, such as the German National Library of Economics (ZWB), the Hamburg State and University Library Carl von Ossietzky (Stabi) or the library at the Helmuth-Schmidt-University.

The library focuses on the topics logistics, supply chain management as well as on economics, business administration and leadership. The library buys and keeps the relevant literature and information materials on these topics up to date. Students have access to these resources throughout their study period at KLU. The library is responsible for the purchase and the supply of electronic and print materials in the relevant research and study areas. A wide range of electronic materials, databases, e-journals and e-books are offered, which are constantly increased and updated. These Resources are available to students and professors all the time via MyKLU and Moodle, secured with a password to access these internet platforms. Information and relevant links to databases and journals related to each degree programme can be found there as well. These platforms also include tutorials which can help users in their research activities.

The library implements and takes care of online search tools and services which aim to increase the usability of online resources and full text search. Besides the online-catalogue (OPAC) the library offers also access to a link resolver (for the direct linkage to full text search engines such as for e.g. Google Scholar) and to an A-Z Journal Finder (for searching for journal titles).

The library supplies students and professors with teaching materials and related literature, especially by means of e-journals and e-books in stock. Most of the books, teaching material and journals in stock are lendable. A copy of the printed teaching literature is always available in the library. Students writing their final thesis can obtain assistance in searching for literature. Interlibrary loan services are also provided.

Throughout the whole study period at KLU, students can take part in trainings and workshops in order to develop their searching skills and improve their knowledge of database searches.

Currently available through the KLU-library:

- Databases: 21
- E-Journals: 10.500

- Printed Journals: 77
- Books and other publications: 6.000
- E-books: 15.000

Staff consists of 3.25 full-time employees and 1 student assistant.

There is access to the research databases Business Source Complete und Econlit (EBSCO), ScienceDirect and Scopus (Elsevier), Emerald, SpringerLink, JSTOR, LexisNexis, MathSciNet, OECDiLibrary, Passport GMI and Web of Science, as well as PsycArticles and other journal-databases such as Informs. National licences (Berkeley E-Press, Blackwell, Elsevier, Emerald, Oxford und Sage) and E-Book packages (Springer- und EBSCO E-Books) are also available.

IMLI

The institute is located on the campus of the University of Malta. The panel had the opportunity to gather information about the quality, quantity and equipment of the facilities abroad by a presentation and additional material made available while the site-visit. IMLI is equipped with a modern lecture hall with audio-visual teaching amenities to enhance student learning experience. The air-conditioned lecture hall accommodates up to 60 students. The cooperation with the University of Malta additionally opens their resources to the IMLI and its students. This also includes sport facilities and recreation rooms. WLAN is provided for all students.

The International Maritime Law Institute's library was set-up in 1989, concurrently with the establishment of the institute. Presently, its holdings include most of the major textbooks in the field of international maritime law. During recent years the library has expanded its acquisition of texts on different legal systems as part of the Institute's endeavors to develop it into a comparative maritime law library. The purchasing of new books has been streamlined to ensure that all major areas of international maritime law are adequately represented in forthcoming orders. Additionally, library users have electronic access to some of the journals to which the institute subscribes as well as to databases such as IMO Documents, International Maritime Boundaries online, and the Max Planck Encyclopaedia of International Law. Moreover, through the Library of the University of Malta, IMLI students also have online access to the Lexis Nexis database. The library's tailor-made search engine software enables students to efficiently navigate through its total of over 4,000 catalogued holdings.

Since IMLI is cooperating with the University of Malta, their library is also open for students of the IMLLog programme. Beyond of different branch libraries the Library of the University of Malta subscribes to approximately 308 print titles (Journals). The library also subscribes to some 52,000 e-journals that – alike all print and online resources – can be searched through HyDi, which is a one stop search gateway to Library resources. From a single search one can discover books and dissertations held in the Library, as well as full-text online journal articles and other information resources. All results can be refined by resource type, publication date, topic and authors. HyDi also suggests new searches by providing you with related keywords on the subject.

The e-Library of the University of Malta provides a consolidated search environment for remote information resources, helping users find the information they need quickly and effectively. e-Library streamlines the discovery process by presenting users with content from multiple information providers in one clear, familiar user interface. e-Library allows users to search up to 10 databases simultaneously from a single search interface.

During the joint programme the online resources of KLU will be available for the students for the complete time of their study. The electronical library of the IMLI will be open for the programme attendees for their time abroad.

All lecture and seminar rooms are barrier-free reachable.

Appraisal:

The technical equipment of the teaching rooms at all entities, as well as their quantity, corresponds to the objectives of the joint venture programme and meets the respective requirements. Especially at the KLU a vast range of further special equipment is available upon need to support special virtual contents of the curriculum.

The number of available breakout-rooms at both entities is more than adequate; students have access to technical support during group work and self-study. The rooms are properly equipped for disabled students and give them barrier-free access. Wireless LAN is provided. The panel members could gauge the facts referring to Malta during Skype interviews with staff of IMLI as well as students in Malta.

The libraries of the Partner HEIs and their cooperating partners are accessible during most of the day and provide the students at all sites with up to date literature and journals for the programme. Access to a vast range of relevant digital media – not only at KLU but also at the partner facility abroad – is respectively available from the students’ home. Additionally the KLU online-resources stay available to the students all over the programme. Qualified library staff is there to advise students at all universities of the joint venture programme.

		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

The Services of the KLU are open to all attendees of the study programme. The Career Development Office (CDO) at KLU for example regularly conducts a series of workshops that helps students identify who they are, what they want, and how to pursue their respective career goals.

In 2015 the events organized by the administration included industries ranging from shipping, transportation and humanitarian logistics to automotive, trade, retail, consulting or finance. Companies included for example Maersk, DB Schenker Rail, Save the Children, Audi, Henkel AG & Co. KG, Otto Group, Ernst & Young, or Capgemini. Internship supervisors were invited to participate in an annual online survey to evaluate the students’ level of preparation as well as their performance during the internship. With a participation rate of 60%, the majority of supervisors were willing to expand the cooperation to thesis and other research projects. In addition to the CPDP, the students are invited to participate in company presentations in class, recruiting events on campus, of which the “Careers in SCM” fair in cooperation with access each January is the biggest event, as well as company on-site visits.

Furthermore, students are invited to arrange one-on-one coaching sessions or feedbacks with the career service’s staff regarding their application documents. Recently the university also purchased the world’s leading source of career intelligence for its library, the VAULT career source. The preparatory workshops conducted by KLU’s career service during the fall term are open to the students of this programme as well. The programme includes workshops on CV

writing, interview training and self-assessment which will help students develop a perspective of future career opportunities. Career Services will also post internship offers on their platform. The KLU deems its services to provide career orientation and guidance, application training and support, coaching, internship preparation and business contacts.

There is also an alumni association founded at KLU. Supported by the alumni relations office of KLU, which is also in charge for career services, the board of the alumni association organizes events and workshops for association members throughout the year. This includes fireside talks with senior managers from influential logistics providers such as the CIO and Head of Services Division at Hamburg Port Authority and workshops by KLU professors. KLU offers an annual alumni reunion and has recently introduced an alumni portal.

Appraisal:

The career counseling and placement services that are offered students and graduates, meet a high claim, so the opinion of the panel. The relevant resources of the university appear to be sufficient to promote the employability of the absolvents. Especially the annually published CV Book of KLU's graduating classes appears to the panel to be a beneficial measure to the job ambitions of the graduates.

The existing alumni association is a vital organization which forms a sustainable network. Regular events and the integration of alumni as allocator and supervisor for internships create an additional benefit for the student body.

		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)

KLU is mainly financed by the provided means of the Kühne foundation. The financial endowment of the university operations is thus secured by these resources. The provision of such is explicitly mentioned in section 9 of the state recognition by the City Senate of Hamburg of April 29th, 2010. Moreover, the KLU charges tuition fees for all its degree programmes. In case of the programmes to be accredited, these add up to Euro 37,000 per student in the programme.

In addition to this financial provision (endowment and tuition fees), the Kühne foundation has announced in a letter of comfort that they will assure the retention of the course of study for all matriculated students until their graduation, in case the KLU discontinues its operations. Thus, KLU can guarantee that all students will be able to conclude their studies, once they have been enrolled at KLU.

Appraisal:

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

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

5 Quality assurance and documentation

Core element of the quality management referring to the programme will be – as usual at KLU – the bi-annually evaluations of the classes by the students. Each class will be evaluated each semester using the standard evaluation form from the KLU. Amongst others the evaluation contents questions about aspects of teaching, didactical competences of the lecturers, comprehensibility of contents, support by the teaching staff, teaching material and the respective workload of the module. To answer the workload-related question the students may mark from “too light” via adequate to “too heavy” within seven possible steps. Students moreover evaluate the administration service by another evaluation form.

Both evaluation forms are part of the agreement between the joint programme partner HEIs and will be used in both institutions to evaluate the joint programme.

The programme coordinator at KLU who will initiate the evaluation process for both partners will prepare the questionnaires. The completed questionnaires will return to the programme coordinator. A report about the evaluation and its main results will be conducted and sent to the respective professor.

KLU will also distribute its results to faculty members and staff involved in quality assurance measures for the programme. Within the international joint cooperation this includes the respective persons claimed responsible by the institutions.

However, KLU's quality assurance committee consisting of the dean of programmes, 1 elected member of the professors, 1 elected member from the administration and 1 elected student member will pick up the results in order to improve on the programme part delivered by KLU. To improve the programmes over both cooperating institutions, the academic directors will meet at least once per year to discuss the programme's current status and decide on changes that need to be introduced. These changes will be summarized and made available to everyone involved in the programme, including current students, at all sites of the programme.

Members of the faculty and programme administration hold regular feedback rounds with all students. Suggestions for changes are discussed with the dean of programmes, the academic director of the programme in question and the responsible programme manager.

The quality assurance committee furthermore meets once a month and discusses and interprets results of evaluations and planes necessary measures and their review. During these meetings, the Dean of programmes does not have a right to vote.

As the panel found out within the Skype interviews, procedures are basically comparable at both institutes. Members of the faculty and programme administration at both institutions hold regular feedback rounds with all students. Suggestions for changes are discussed with the dean of programmes, the academic director of the programme in question and the responsible programme manager. If major changes become necessary, these are discussed and ratified by the academic senate. In addition to these feedback rounds, the president meets with student representatives on a regular basis. Results of these meetings are transferred directly into the units concerned and processed further. The units develop measures as necessary or present their arguments to decline suggestions, communicate this to the president' office which in turn presents the student representative with the outcomes. Academic director, always a member of the KLU faculty, and programme manager for each programme work together as a team and are responsible to initiate regular quality reviews of the programmes.

A first alumni survey was initiated and conducted by KLU's Alumni Relations Office in the summer of 2015. KLU plans to conduct this survey annually and to include the alumni from inter-

national programmes as well. Following the mandatory internship, even all cooperating companies are contacted to fill out the Supervisor Satisfaction Survey, which was designed by the career development office and first used in 2013.

Information on the current status of programme contents, programme specifics, subject requirements, application procedure and financing for the degree programmes available will be found on the university's internet pages. The comprehensive download areas will include programme brochures, curricula overviews and the current regulation on admission and exam requirements. All documents are available on paper upon request as well. Programme management updates and files all programme related documents for internal use and makes them available to the administration via a digital folder accessible by all employees.

Information on current activities by the university, its students and faculty are announced and published on the university websites as events warrant. In addition, KLU informs the university community, business partners and other interested parties about activities and events via email. December 2014 saw the first edition of the KLU Times, now published twice a year. It serves to inform partners cooperating with KLU on new developments. New editions are sent out on paper and digitally. Press releases communicate the activities of KLU professors to the broader public and also report on major events. Beginning with the academic year 2010/11 and annual report is assembled and published.

As the panel members could evaluate in the Skype interviews, IMLI also promotes their graduates and support their step into professional life.

Appraisal:

The KLU and its partner within the joint programme provide procedures to invent a firm quality management. They also serve to identify need or even only room for improvement as well as they provide procedures to harmonize the work on necessary measures all over the joint venture. The panel has gained the conviction that quality management is taken seriously at both institutions. To gather required information, evaluations are taking place. The results are considered in the analysing process. These evaluations include all relevant information, such as success rates or the profile of the student body for example. Only the possible specifications on the workload are deemed by the panel to be not significant in a quantitative way. Receiving the information, that workload was too much or much too much does still not allow an assessment of the amount of hours, that the planned workload is exceeded by the real workload. For this purpose, it would need an absolute relation. This could be realised by declaring a maximum range of hours of deviation for the possible statements (i.e. up to 5 hours deviation as "too light" or "too heavy" and up to 15 hours deviation as "much too light" or "much too heavy").

The panel welcomes the measures taken by the KLU to develop and enforce its quality management. Especially the introduction of the quality assurance committee including students meets their approval. Though the descriptions of the practical work of this committee appeared well defined to the experts, they point out that there is no formal foundation for its work or its decisions taken.

The panel therefore advises the accreditation under the following **condition**:

The University

- a) submits a binding, formal and transparent basis for the quality assurance committee, consisting of students, faculty, administration and the Dean of programmes with. This basis should consider rights and tasks of the committee.
- b) revises the evaluation forms with regard to the workload-related questions and makes sure that they allow a quantitative adjustment of module workload, when indicated.

The panel **recommends** in general that the core-processes of the quality management of the KLU should be performed with more transparent formal regulations. The panel therefore would like to encourage the KLU to create the position of a central QM and process manager.

The process of evaluation founds on published and transparent regulations. The procedures are described and the results are communicated to the students. Their input is considered on different levels, from regularly evaluation to decision-making within the quality assurance committee. The frequent feedback rounds for faculty members with the programme administration are not set up as evaluation process and do not have any formal foundation. In contrary to this, external evaluation is carried out on a regular basis. It considers alumni and supervisors of cooperating companies. The panel gained the opinion, that this processes are well structured and that the outcomes provide input for the quality development process.

The study programme is described and documented. KLU and IMLI will provide easy access to all information, such as requirements or exam regulations, both in print and in digital form (web page), as they do with all its other programmes. Within press releases and network communication plus the “KLU Times” Magazine the university highly actively maintains public relations. The annual report presents not only a summary of the activities of the academic year but also presents all graduates including their vita.

	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					condition
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: Kühne Logistics University - Wissenschaftliche Hochschule für Logistik und Unternehmensführung (KLU)

in Cooperation with

International Maritime Law Institute (IMLI), Malta

Master programme: International Maritimi Law and Logistics (M.Sc.)

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

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2	Structure				
3.2.1*			x		
3.2.2*				condition	
3.2.3*			x		
3.2.4			x		
3.3	Didactical concept				
3.3.1*			x		
3.3.2*				condition	
3.3.3		x			
3.3.4			x		
3.4	Internationality				
3.4.1*		x			
3.4.2		x			
3.4.3		x			
3.4.4		x			
3.5*			x		
3.6*			x		
4.	Academic environment and framework conditions				
4.1	Faculty				
4.1.1*			x		
4.1.2*	x				
4.1.3*		x			
4.1.4			x		
4.1.5*			x		
4.1.6*			x		
4.1.7(*)					x
4.2	Programme management				
4.2.1*			x		
4.2.2		x			
4.3	Cooperation and partnerships				

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3.1(*) Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)				condition	
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)					x
4.4 Facilities and equipment					
4.4.1* Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			x		
4.4.2* Access to literature (Asterisk Criterion)		x			
4.5 Additional services					
4.5.1 Career counselling and placement service			x		
4.5.2 Alumni Activities			x		
4.6* Financing of the study programme (Asterisk Criterion)			x		
5 Quality assurance and documentation					
5.1* Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)				condition	
5.2 Instruments of quality assurance					
5.2.1 Evaluation by students				condition	
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			