

Q2. Quality Policy

Q2.1 Quality Assurance Policy

Undergraduate Programme of Studies (UG) in Business Management & Marketing (The University of Keele – Greece)

Quality Assurance Policy

This Quality Policy of the Undergraduate Programme of Study in Business Administration and Marketing has been approved by the competent bodies of the Institution and is publicly available through the official website, in order to ensure transparency, information of all interested parties and broad access to the principles, objectives and quality commitments governing the operation and continuous improvement of this Programme of Study.

The published version of the Quality Policy is available at the following electronic addresses:

- Greek Version: <https://keelegreece.gr/proptuxiaka/dioikisi-epixeiriseonkai-marketing/>
- English Version: <https://keelegreece.gr/en/bachelors/businessmanagement-marketing/>

The Quality Policy constitutes an integral part of the Institution's Quality Assurance System and is applied across all academic, administrative and support processes related to the design, delivery, monitoring and continuous enhancement of this Programme of Study.

Its development and implementation are carried out in full alignment with the principles, quality policies and academic procedures of the parent institution, Keele University, as well as in accordance with the applicable legislative and regulatory framework governing Keele Greece U.L.E. and the requirements of the national and European quality assurance framework for higher education.

Within this context, the Quality Policy reflects the Programme's core commitments to the provision of high-quality education, the continuous improvement of the learning and teaching process, the strengthening of research activity, and the assurance of a comprehensive and high-quality student experience.

The Programme is committed to:

- Providing high-quality education combining theory and practice to prepare graduates capable of meeting modern academic and professional demands.
- Continuous upgrading, development and improvement of the curriculum, with an emphasis on innovative teaching, research activity, and ongoing evaluation.
- Promoting international collaborations, mobility, and participation in scientific networks.

The implementation of this Policy is achieved through:

1. **A modern curriculum:** Regular review of courses, and the use of innovative methods and digital tools.
2. **Enhancing research and critical thinking:** Student participation in research activities, support for teaching staff, and interdisciplinary collaborations.
3. **Continuous evaluation:** Feedback from students/experts, progress monitoring systems, and improvement processes.
4. **International extroversion:** Exchanges, synergies with recognised institutions, and external certifications.

The Quality Assurance Policy reflects the UG Programme's commitment to excellence, transparency, and accountability, ensuring its sustainability along with national and international recognition. At the same time, it serves as a guide for action with clear objectives, key performance indicators (KPIs), and procedures for continuous improvement.

It is emphasised that the Undergraduate Programme implements a comprehensive quality assurance system in accordance with the principles of the ESG. Within the framework of internal quality assurance, documented policies, transparent planning and evaluation procedures, a student-centered teaching approach, and clear criteria for teaching staff are adopted. External quality assurance is implemented through accreditation by the Hellenic Quality Assurance and Accreditation Agency, with independent and transparent evaluations.

Pillars of the Quality Policy

The Quality Policy of the Business Management & Marketing Programme is based on specific pillars that ensure the Programme's effective operation, reinforce its identity, and serve its mission and strategic objectives. These pillars do not operate in isolation but form an integral part of a coherent framework for quality assurance and continuous improvement. They are fully aligned with the strategic objectives of The Keele University – Greece U.L.E, reflecting the institution's principles and priorities for providing high-quality education and fostering a culture of quality at all levels of academic operations. In this context, the pillars that form a coherent framework for quality assurance and continuous improvement are as follows:

- **Alignment with international and national quality standards** and compliance with the European Standards and Guidelines for Quality Assurance (ESG), the national standards of the Hellenic Quality Assurance and Accreditation Agency, QAA, and the parent University.

- **Adoption of a student-centered approach** aiming to enhance student participation, the learning experience, and academic support, in line with modern pedagogical principles.
- **Fostering a culture of quality and collective responsibility** through the active participation of all members of the academic community in designing, implementing, and evaluating the quality policy.
- **Transparency and reliability in all evaluation processes** featuring clearly defined criteria, established timelines, and feedback to all stakeholders.
- **Enhancing academic excellence and the link between teaching and research** aiming to continuously update course content and integrate new scientific knowledge into the educational process.
- **Continuous professional development and support for teaching staff** through training programmes, strengthening pedagogical skills, and boosting research activity.
- **Active student participation in the quality improvement process**, both through organised evaluation systems and through open dialogue with the Programme's administration.

Quality Indicators (KPIs) for Programme Evaluation and Improvement

The following Quality Indicators (KPIs) are established to systematically monitor the achievement of objectives and the effectiveness of the Quality Policy of the UG Programme.

Educational Work Indicators

Indicator	Description
Increase in the graduation rate within the intended time	Percentage of students completing their studies within the normal duration (>85%).
Student progression rate	Proportion of students promoted to the next year of study (>85%).
Graduation rate within the expected timeframe	Percentage of students completing studies within the normal duration (>85%).
Average performance	Statistical performance data per course and overall, in the programme.
Course evaluation by students	Average student satisfaction per course via questionnaires (>80%).
Increase in programme enrollment	Total number of new students enrolled in the programme.

Indicator	Description
Reduction in student dropout rate	Percentage of study dropouts out of the total enrolled students (<10%).

Infrastructure and Services Indicators

Indicator	Description
Availability of library and resources	Number of books, journals, and electronic resources per student.
Access to digital platforms	Percentage of students systematically using the Moodle platform and electronic services.
Student satisfaction with support services	Degree of satisfaction with counseling services, academic support, and mentoring.
Use of linguistics and multimedia laboratories	Percentage of students utilizing the available laboratories.

Human Resources Indicators

Indicator	Description
Student-to-faculty ratio	Maintaining an adequate teacher-to-student ratio for personal student support.
Staff professional development	Number of seminars/training sessions attended by instructors.
Participation in research activities	Percentage of faculty members participating in research projects and publications.
Staff satisfaction	Level of satisfaction among teaching and administrative staff regarding working conditions.

Quality Assurance Mechanisms

The evaluation of the Bachelor's Degree Programme in Business Management & Marketing is a key tool for ensuring and continuously improving the quality of education. Its goal is to collect reliable qualitative and quantitative data on all aspects of the programme, including teaching, infrastructure, research, and the overall student experience. The evaluation

process is systematic, participatory, and transparent, incorporating feedback from students, academic and administrative staff, as well as external experts. The results are used to improve the educational process, foster innovation, and ensure continuous adaptation to the needs of the market and the scientific community.

The quality of the Programme is ensured through a comprehensive system of procedures that combines internal and external control mechanisms, based on the principles of transparency, accountability, and collective responsibility. The main mechanisms include:

- **Systematic evaluation of courses and instructors** conducted through anonymous student questionnaires.
- **Monitoring learning outcomes and performance indicators** by tracking graduation, progression, and success rates.
- **Involvement of external examiners** via the participation of external examiners and academic coordinators from the parent Keele University.
- **Regular curriculum review** by updating the programme based on international (QAA, ESG) and national HAHE standards.
- **Peer review of teaching** to enhance quality and exchange best practices among faculty members.
- **Annual quality reports** and action plans at the programme level.
- **Continuous professional development** through seminars and collaborations.
- **Central oversight of teaching and assessment** managed via study manuals, course guides, exam blueprints, and grading control procedures.
- **External evaluation and accreditation** implemented by independent international and national bodies, such as the QAA and HAHE, ensuring international validity and recognition.

Communication Channels for the Quality Policy

The Quality Policy is communicated in various ways to ensure it is accessible and understandable to all stakeholders:

- Publication on the Programme's official website,
- Publication in the Study Guide (print and digital),
- Presentation to new students during orientation week,
- Discussions in quality committees and briefing seminars,
- Regular updates via email and the internal network.

In this way, the Quality Policy serves as a tool for transparency, participation, and continuous improvement of the educational process.