

M1.3 Quality Policy of the Academic Unit for the Development and Enhancement of PG Programmes

The present Quality Policy of the Postgraduate Programme (PGP) in Business Administration has been approved by the competent academic and administrative bodies of the Institution and is published through its official website, with the aim of ensuring transparency, accountability and the accurate information of all interested parties regarding the principles, objectives and quality commitments governing the operation and continuous enhancement of the Programme.

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

- **Greek version:** <https://keelegreece.gr/metapyxiaka/mba-dioikisi-epixeiriseon/>
- **English version:** <https://keelegreece.gr/en/masters/MBA/>

The Quality Policy constitutes an integral part of the Institution's Internal Quality Assurance System and applies to the entirety of the academic, administrative and support processes associated with the design, organisation, implementation, monitoring, evaluation and continuous enhancement of the Postgraduate Programmes. Its development and implementation are carried out in full alignment with the principles and academic procedures of Keele University, the applicable regulatory framework governing the operation of the U.L.E., the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), as well as the requirements of the Hellenic Authority for Higher Education (HAHE).

Within this framework, the School of Humanities and Social Sciences, as the Academic Unit responsible for the design, organisation, implementation and continuous enhancement of the Postgraduate Programme (PGP) in Business Administration, implements the present Quality Policy with the aim of ensuring a high standard of postgraduate education, promoting academic excellence, strengthening research, and continuously enhancing the learning experience of postgraduate students.

The Academic Unit is specifically committed to:

- Providing high-quality education that combines scientific knowledge, research activity and the development of specialised professional skills.
- Continuously updating the content of the Postgraduate Programme so that it responds to developments in science, technology and the labour market.
- Strengthening the connection between teaching and research through the utilisation of contemporary scientific data and the participation of students in research activities.
- Cultivating a student-centred learning environment that promotes active participation, academic support and the development of critical thinking.

- Promoting internationalisation through collaborations with international universities, research centres and scientific networks.
- Strengthening the connection of the PGP with society, professional bodies and the labour market.
- Developing a culture of quality, transparency and accountability through the participation of all members of the academic community.

Quality Policy Pillars for Postgraduate Programmes

The Quality Policy of the Academic Unit for the PGP is based on a set of strategic pillars that ensure the continuous enhancement of postgraduate studies and the maintenance of high academic standards.

The key pillars include:

1. Implementation of the Quality Policy

The PGP implements the Institution's quality assurance procedures with the aim of continuously improving the educational process and the services provided.

2. Student-Centred Learning and Student Support

The PGP implements contemporary educational methods that enhance active learning, the development of research skills and the academic progress of students. Systematic academic guidance and support are provided through teaching staff and advisory structures.

3. Linking Teaching, Research and Innovation

The PGP incorporates contemporary research findings and encourages student participation in research activities, scientific collaborations and publications.

4. Continuous Review and Enhancement of the Programme of Study

The content of modules, learning outcomes and educational methods are systematically evaluated and updated on the basis of:

- scientific developments,
- labour market needs,
- the outcomes of evaluation processes,
- feedback from students, graduates and teaching staff.

5. Development and Support of Human Resources

The Academic Unit supports the continuous professional and scientific development of teaching staff through training activities, participation in research projects and international collaborations.

6. Student Participation in Quality Assurance

Postgraduate students actively participate in the evaluation and quality assurance processes of the PGP through anonymous questionnaires and their formally established representation in the competent Programme bodies.

Through the evaluation of modules, teaching and the services provided, students offer valuable feedback regarding the overall educational experience. The results of evaluations and students' recommendations are systematically utilised for the identification of improvement actions, the enhancement of the quality of studies and the establishment of a continuous cycle of feedback and Programme development.

7. Transparency and Accountability

All operational, evaluation and decision-making processes are conducted according to clear criteria, with transparency and systematic information provided to interested parties.

8. Engagement with Society, the Labour Market and Professional Bodies

The PGP strengthens its engagement with society and the professional environment through collaborations with public and private bodies, organisations, professional associations and research institutions. These collaborations contribute to enhancing the outward-looking orientation of the Programme, facilitating the exchange of knowledge and experience, and supporting the professional and academic development of students.

Quality Assurance Mechanisms

The quality of the Postgraduate Programmes is verified through a comprehensive system of internal and external evaluation mechanisms.

The main mechanisms include:

- Systematic evaluation of modules and teaching staff through anonymous student questionnaires.
- Monitoring of performance indicators (student progression, graduation rates, module success rates).
- Annual quality reports and enhancement action plans.
- Regular review of the programmes of study.
- Peer review of teaching and the exchange of best practices.
- Participation of external academics or experts in evaluation procedures.
- Monitoring of the professional progression of graduates.

Furthermore, the U.L.E. maintains collective and advisory bodies, such as the Senate and other institutional bodies of the U.L.E., and conducts consultation with external experts and

professional bodies for the evaluation of the relevance and up-to-date nature of the programmes of study.

In addition, the Postgraduate Programmes are subject to external evaluation and accreditation by the Hellenic Authority for Higher Education (HAHE), thereby ensuring academic validity and compliance with national and European quality standards.

Quality Indicators (KPIs) for the Evaluation and Enhancement of the Programme

Within this framework, the following Key Performance Indicators (KPIs) are established in order to systematically monitor the achievement of objectives and the effectiveness of the Quality Policy of the PGP.

Educational Provision Indicators

Indicator	Description
Increase in the rate of completion of studies within the prescribed period of study	Percentage of students completing their studies within the normal duration of study (>85%).
Student progression rate	Proportion of students progressing to the next year of study (>85%).
Average academic performance	Statistical data on student performance per module and across the Programme as a whole.
Module evaluation by students	Average level of student satisfaction per module through questionnaires (>80%).
Increase in the Programme enrolments	Total number of new students enrolled in the Programme.
Reduction in the withdrawal rate	Percentage of withdrawals relative to the total number of enrolled students (<10%).

Infrastructure and Services Indicators

Indicator	Description
Availability of library resources and learning resources	Number of books, journals and electronic resources available per student.
Access to digital platforms	Percentage of students making systematic use of the VLE platform and electronic services.

Student satisfaction with support services	Level of satisfaction with advisory services, academic support and mentoring.
Utilisation of educational facilities	Percentage of students making use of the available educational facilities and infrastructure of the PGP.

Human Resources Indicators

Indicator	Description
Student-to-staff ratio	Maintenance of a satisfactory teaching staff-to-student ratio to ensure personalised student support.
Professional development of staff	Number of seminars/training activities attended by teaching staff.
Participation in research activities	Percentage of academic staff participating in research projects and publications.
Staff satisfaction	Level of satisfaction of the teaching and administrative staff with the working conditions.

Communication and Dissemination of the Quality Policy

The Quality Policy of the PGP is communicated to all members of the academic community and to external stakeholders through:

- the official website of the PGP,
- the Programme Handbook,
- information and awareness-raising activities for students and teaching staff,
- meetings of academic and administrative bodies,
- electronic announcements and internal communication networks.

Through the implementation of the present Quality Policy, the Academic Unit ensures the continuous enhancement of the Postgraduate Programme, the strengthening of its academic quality and the maintenance of high standards in education, research and social contribution.