

Decision of the FIBAA Accreditation and Certification Committee



7th Meeting on September 28, 2022

PROGRAMME ACCREDITATION

| | |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Project Number | 19/112 |
| Higher Education Institution: | Altınbaş University |
| Location: | Istanbul, Türkiye |
| Study Programmes: | Bachelor of Arts in Business Administration Bachelor of Arts in Economics Bachelor of Arts in International Logistics Management Bachelor of Arts in International Trade and Finance |
| Type of Accreditation: | initial accreditation |

The FIBAA Accreditation and Certification Committee has taken the following decision:

According to § 7 (6) in conjunction with § 9 (1) in conjunction with § 10 (2) of the FIBAA General Terms and Conditions within the framework of procedures for the award of the FIBAA Quality Seal for Programmes from April 2020, the study programmes are accredited under conditions.

Period of Accreditation: September 28, 2022 until September 27, 2027

Conditions:

Bachelor of Arts in Economics

Condition 1: The University

- a) provides evidence of a documented and comprehensive quality management system that includes a closing control loop based on the PDCA cycle;
- b) demonstrates its quality assurance concept with regard to reducing the high unemployment rate of the students.

Bachelor of Arts in Business Administration, Bachelor of Arts in International Logistics Management and Bachelor of Arts in International Trade and Finance

Condition 1: The University

- a) provides evidence of a documented and comprehensive quality management system that includes a closing control loop based on the PDCA cycle;
- b) demonstrates its quality assurance concept with regard to reducing the high unemployment rate of the students.

Condition 2: The University ensures that all students are enabled to apply methodological competences and scientific skills by introducing corresponding examination forms.

Proof of meeting these conditions is to be supplied by June 27, 2023.

The FIBAA Quality Seal is awarded.



Assessment Report

Higher Education Institution:

Altınbaş University, Türkiye

Bachelor programmes:

1. Bachelor of Arts in Business Administration
2. Bachelor of Arts in Economics
3. Bachelor of Arts in International Logistics Management
4. Bachelor of Arts in International Trade and Finance

Qualification awarded on completion:

Bachelor of Arts (for all programmes)

General information on the study programmes

Brief description of the study programmes:

Business Administration (Bachelor):

The Bachelor programme Business Administration has a duration of four years (eight semesters) and a workload of 240 ECTS credits. The objective of the Bachelor programme is to prepare qualified, competent professional personnel in the field of business who are competitive in the labour market. Graduates of the programme are employed across the private and public sectors. An aim is that students are able to critically analyse and evaluate various developments within an organisation so that they can form, create and instigate policies, visions and aims and solutions within that organisation. From an international perspective, the students should learn to analyse the environment they find themselves in and adapt their behaviour and role according to the macro and micro environments.

International Logistics Management (Bachelor):

The Bachelor programme International Logistics Management has a duration of four years (eight semesters) and a workload of 240 ECTS credits. The objective of this Bachelor programme is to prepare qualified, competent professional personnel in the field of logistics and supply chain management, who are competitive in the labour market. Graduates of the programme are employed across the private and public sectors. The objectives of the programme of International Logistics Management is to provide students with the knowledge, skills and the flexibility to adapt to the constantly-changing competitive forces in the global business world. The programme covers theoretical knowledge and practical application in the International Logistics Management discipline including manufacturing and operations, planning and control, international supply chain and logistics system design and simulation, as well as inventory and transportation management, procurement, and distribution and warehouse operations.

International Trade and Finance (Bachelor):

The Bachelor programme International Trade and Finance has a duration of four years (eight semesters) and a workload of 240 ECTS credits. The objective of the Bachelor programme is to prepare qualified, competent professional personnel in the fields of trade and finance, who are competitive in the labour market. Graduates of the programme are employed across the private and public sectors. Students are enabled to develop effective international trade strategies, designs measures to support the corporate mission and business objectives. Also, graduates are able to Identify the uncertainties and risks in international trade and designs measures to mitigate these risks.

Economics (Bachelor):

The Bachelor programme Economics has a duration of four years (eight semesters) and a workload of 240 ECTS credits. The objective of the Bachelor programme is to prepare qualified, competent professional personnel in the field of business, who are competitive in the labour market. Students are prepared to evaluate the development in the economy, and to identify and analyse the problems. They can analyse and make use of the existing theories and concepts in the field of

economics (microeconomics, macroeconomics, international trade, international finance, public policy, statistics and econometrics). Graduates of the programme are employed across the private and public sectors.

Type of study programme:

All study programmes: Bachelor programme

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

All study programmes: 240 ECTS credits, 4 year programmes

Mode of study:

All study programmes: full-time

Didactic approach:

All study programmes: study programme with obligatory class attendance

Double/Joint Degree programme:

All study programmes: no

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

All study programmes: One at a time, enrolment capacity approximately 50 per year per programme

Programme cycle starts in:

All study programmes: winter semester

Initial start of the programme:

| | |
|-------------------------------------|------|
| Business Administration: | 2012 |
| Economics: | 2013 |
| International Logistics Management: | 2012 |
| International Trade and Finance: | 2012 |

Type of accreditation:

All study programmes: initial accreditation

Procedure

A contract for the initial accreditation of the study programmes Bachelor of Arts in Business Administration, Bachelor of Arts in Economics, Bachelor of Arts in International Logistics Management, and Bachelor of Arts in International Trade and Finance was made between FIBAA and the Altinbas University (Türkiye) on November 5, 2020. On November 10, 2021, the HEI submitted a self-evaluation report, which included a detailed description of the programmes and further documents in order to prove that the criteria for programme accreditation are met.

At the same time, FIBAA appointed a review panel¹. The HEI has agreed with the chosen experts. The panel consisted of

Prof. Dr. Susanne Czech-Winkelmann
RheinMain University of Applied Sciences,
Wiesbaden Business School
Professor ret. for Sales Management

Vincent Körner
Maastricht University
Student International Business (B.Sc.)

Dipl.-Psych. Elmar Lammerskitten
Woco Industrietechnik GmbH
Human Resources / HRMD

Prof. Dr. Victor Randall
University of Applied Sciences Coburg
Professor of Basic Economics Subjects, Finance,
Financial Services, Financial Management

Prof. Oguz Solyali
Middle East Technical University Northern Cyprus Campus
Professor of Business Administration
(Management Science/Operations Research and
Operations Management)

Prof. Dr. Herwig Winkler
Brandenburg University of Technology Cottbus–Senftenberg
Professor for Production Management and Course
Director

FIBAA Project Manager:
Prof. Dr. Sabine Haller

The assessment is based on the self-evaluation report, amended by further documents, as requested by the panel, and an on-site visit. The on-site visit took place on June 28 to June 29, 2022 at the HEI's premises in Istanbul. At the end of the on-site visit, the panel has given a short feedback on its first impressions to representatives of the HEI.

¹ The panel is presented in alphabetical order.

The assessment report based on this was delivered to the HEI for September 1, 2022. A short comment on the report was received on September 9, 2022. It has been taken into account in the report at hand.

Summary

For Bachelor programmes

The Bachelor programmes Business Administration, Economics, International Logistics Management and International Trade and Finance offered by Altınbaş University, Türkiye, fulfil with few exceptions the FIBAA quality requirements for bachelor programmes and can be accredited by the Foundation for International Business Administration Accreditation (FIBAA) for five years starting on September 28, 2022 and finishing on September 27, 2027 under conditions. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid as of the time of the opening of the procedure, and in accordance with the Bologna Declaration.

The panel members identified need for improvement regarding the following aspects²: *Methods and scientific practice* and *Quality assurance and quality development*.

Altınbaş University's graduation rate is in a very low range. At the same time, the rate of international students who do not successfully complete their studies is very high. For this reason, an attempt should already be made during the admission process to identify and admit those applicants who are more likely to successfully complete their studies. A second area for improvement can be seen in the fact that not all students have to provide evidence of their ability to analyze a scientific problem and prepare it accordingly. The third area for improvement lies in the high unemployment rate of graduates. Finally, a fourth area can be seen in the lack of documentation of the overall quality management system to the panel.

They recommend the accreditation on condition of meeting the following requirements:

For Business Administration, Economics, International Logistics Management and International Trade and Finance

Condition 1 (see chapter 5.1):

The University

- a) provides evidence of a documented and comprehensive quality management system that includes a closing control loop based on the PDCA cycle;
- b) demonstrates its quality assurance concept with regard to reducing the high unemployment rate of the students.

² These aspects are asterisk criteria which means that they are essential for the study programme.

For **Business Administration, International Logistics Management and International Trade and Finance**, the following additional condition is recommended:

Condition 2 (see chapter 3.1):

The University ensures that all students are enabled to apply methodological competences and scientific skills by introducing corresponding examination forms.

Proof of meeting these conditions is to be submitted by June 27, 2023

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

Bachelor of Arts in Business Administration

- The panel recommends introducing standards of academic writing in early phases of the study and assuring that students apply it. The acquisition of these skills should also be communicated on the website (see chapter 3.1.6).

Bachelor of Arts in International Logistics Management

- The panel recommends to integrate a module with the content of ethical theories and behaviour into the programme (see chapter 3.1.5).
- The panel recommends introducing standards of academic writing in early phases of the study and assure that students apply it. The acquisition of these skills should also be communicated on the website (see chapter 3.1.6).
- The panel recommends that the University ensure that the number of faculty is increased substantially in the near future so that the programme can be delivered in accordance with the standards (see chapter 4.1.1).

Bachelor of Art in International Trade and Finance

- The panel recommends introducing standards of academic writing in early phases of the study and assuring that students apply it. The acquisition of these skills should also be communicated on the website (see chapter 3.1.6).

For all four Bachelor programmes

- The panel recommends reviewing the selection procedure and check if additional selection criteria need to be implemented in order to ensure that qualified students who are most likely able to complete the programme are admitted. In addition, the University should track the reasons for such a high drop-out rate and include the results into further development of the programmes (see chapter 2.3).
- The panel recommends incorporating a project/academic paper into the curriculum where students need to demonstrate scientific research skills and methodological competencies (see chapter 3.1.7).
- The panel recommends to ensure for the re-accreditation that current course materials are provided and communicated for the purpose of the accreditation process early and comprehensively (see chapter 3.3.2).

- The panel recommends either to ensure that intercultural aspects are integrated into the course syllabi of some of the courses (e.g. Leadership, Multinational companies) or to introduce this subject as an entire course (see chapter 3.4.1).
- The panel recommends enhancing the proportion of courses taught by international faculty (see chapter 3.4.3).
- The panel recommends the University to ensure that Turkish language skills for international students are improved (see chapter 3.6).
- The panel recommends to ensure that there is a senior responsible person for each study programme who pursues the specific goals of the programme and links it to the University's targets (see chapter 4.2.1).
- In accordance with the Lisbon Convention, the panel recommends that the University ensures that students are also allowed to choose universities abroad as free movers and that the credits earned there are acknowledged in the same way (see chapter 4.3).
- The panel recommends to ensure that adequate technical equipment such as projectors and power sockets as well as sufficient space for group work is available (see chapter 4.4.1).
- The panel recommends continuing to strengthen the efforts of the Career services to bring students in adequate job position (see chapter 4.5.1).
- The panel recommends to develop a systematic approach to connect alumni with current students and organize joint events and provide regular feedback on programme development (see chapter 4.5.2).
- The panel recommends to ensure documented evidence of a faculty feedback system as part of its quality management system (see chapter 5.1.2).
- The panel recommends to ensure documented evidence of an external evaluation system by alumni, employers and third parties as part of its quality management system (see chapter 5.2).
- The panel recommends to ensure that all information on the website be updated in short intervals and provided also entirely in English (see chapter 5.1.3).

The measures that the HEI takes in order to implement the recommendations of the panel members will have to be considered during the re-accreditation.

There are two criteria in which the programmes exceed the quality requirements

- Internationality of the student body (see chapter 3.4.2),
- Foreign Language content (see chapter 3.4.4)

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

Information

Information on the Institution

Altınbaş University was established in 2008. Founded initially under the name “Istanbul Kemerburgaz University” by Mehmet Altınbaş Education and Culture Foundation in 2008, the name of the University was changed to “Altınbaş University” in 2017. Altınbaş University has begun to admit students in 2011 and now continues to make his mark day by day in the academic community through nine undergraduate schools, one institute of graduate studies, one vocational school and one school of foreign languages.

The University provides more than 100 academic programmes and has around 12,000 students. The language of instruction for nearly every programme is 100 % English. Altınbaş University has three different campuses, one dental hospital and one affiliated hospital at the heart of Istanbul.

Altınbaş University by Numbers

- **9 undergraduate schools, 1 graduate school, 1 vocational school, 1 school of foreign languages.**
- Providing **more than 100 programmes.**
- There are **3 campuses** and **1 affiliated hospital** in the heart of Istanbul.
- **1 of the 3** most preferable universities among the international students in Turkey
- **9,820** students from **86** countries (of which **38 %** are international and **45,24 %** female)
- There are more than **70** student clubs.
- Altınbaş University Library with **56.553** publications, over **1.350.000** electronic books and journals.
- **40.000 sqm** largest health sciences campus among the universities in Turkey
- Student/faculty member ratio **4 to 1**
- **1** fully equipped student guest house with a total of housing capacity **389** students
- Links with more than **270** universities in **40** countries
- Business partnerships with over **100** companies

As a young University, Altınbaş University is one of the leading universities in terms of internationalization and number of international students (see self-evaluation report p. 6). 4,000 out of 12,000 students are coming from 80 different countries such as Pakistan, Jordan, Iraq, Egypt, Nigeria, South Africa and Syria; additionally, there are 250 Erasmus exchange programme partners and 87 non-European student exchange partners.

The Vision of Altınbaş University is to be the "Global University of Turkey"

The Mission of Altınbaş University is to raise individuals capable of adding value to themselves and to the society.

Altınbaş University intends educating graduates with strong international skills necessary to serve as global leaders, who have the ability to understand different cultures, to conduct discussions and negotiations in English, and have practically applicable expertise.

Academic Units

UNDERGRADUATE SCHOOLS

- School of Dentistry
- School of Pharmacy
- School of Fine Arts and Design
- School of Law
- School of Economics, Administrative and Social Sciences
- School of Business Administration
- School of Engineering and Natural Sciences
- School of Applied Sciences
- School of Medicine

GRADUATE SCHOOL

VOCATIONAL SCHOOLS

- Vocational School
- Vocational School of Health Services
- School of Foreign Languages

The main goal of Altınbaş University is to strengthen the University's visibility in terms of internationalization of education, internationalization of students and internationalization of faculty and staff. They put a great emphasis on increasing the number of its international partners since it creates an opportunity to have internationally experienced students. Altınbaş University fosters opportunities to support and increase all activities that allow our undergraduate students to have meaningful international experience by the time they graduate. The University has more than 87 partnerships with universities in 35 different countries through exchange programmes. The content of these partnerships varies from student exchange to faculty exchange, from research collaboration to development of joint programmes (special master's degree agreements, short-term tailor-made programmes, summer & winter schools, and conferences).

Curricula of all degree programmes at Altınbaş University have been designed in compliance with the National Qualifications Framework for Higher Education in Turkey. The framework mentioned here is the one that is guaranteed to be completed by Bologna Process countries in an effort to increase the transparency, recognition and mobility in higher education systems of these countries in accordance with the objectives of Lisbon Strategy published in 2000 by European Union (EU) and with the objectives of Bologna Process in which Turkey was included as a member in 2001.

Business Administration, International Trade (previous name) and International Logistics Management undergraduate degree programmes have started under the School of Economic and Administrative Sciences (along with the International Relations programme). In 2012, two programmes were added to the School, namely Economics programme and Political Science and Public Administration programme. Later in 2015, School of Economic and Administrative Sciences merged with the School of Letter and Science and the name of the school was changed to "School of Economics, Administrative and Social Sciences".

In 2018, the **School of Business Administration** was established and three programmes, Business Administration, International Trade and International Logistics Management programmes, were moved under this newly established School. In 2020, International Trade programme name is changed as International Trade and Finance.

The Economics programme has remained in the **School of Economics, Administrative and Social Sciences**.

These structural changes have been decided in line with the strategic priorities of Altınbaş University, as the University aspired to highlight its business-related programmes separately under the roof of a Business School. Altınbaş University is continuously analyzing future market demands through discussions on specialized committees, especially advisory committees, as well as the feedback by the University's networks.

Altınbaş University provides the following statistics about graduates and employment rates in total over the years:

| | Total # of Graduates | # of Graduates Reached | Rate of Reaching Graduates (%) | Employed at a company (%) | Unemployed / seeking job (%) | Working freelance (%) | Continue Studying (%) | Employed at own / family business (%) |
|------------------------------------|----------------------|------------------------|--------------------------------|---------------------------|------------------------------|-----------------------|-----------------------|---------------------------------------|
| ECONOMICS | 90 | 59 | 65,6 | 59,3 | 32,2 | 3,4 | 0 | 5,1 |
| BUSINESS ADMINISTRATION | 135 | 87 | 64,4 | 36,8 | 48,3 | 1,1 | 0 | 13,8 |
| INTERNATIONAL LOGISTICS MANAGEMENT | 116 | 73 | 62,9 | 52,1 | 41,1 | 1,4 | 1,4 | 4,1 |
| INTERNATIONAL TRADE AND FINANCE | 133 | 91 | 68,4 | 47,3 | 26,4 | 1,1 | 2,2 | 23,1 |
| TOTAL | 474 | 310 | 65,4 | 47,7 | 37,1 | 1,6 | 1 | 12,6 |

Also, data about applicants, drop-out rates and success rates are provided for the programmes Business Administration and International Logistics Management.

| | Business Administration | | | International Logistics Management | | |
|---------------|-------------------------|-----------|-----------|------------------------------------|-----------|-----------|
| | 2015-2016 | 2016-2017 | 2017-2018 | 2015-2016 | 2016-2017 | 2017-2018 |
| Study Places | 45 | 50 | 50 | 50 | 50 | 50 |
| Applicants | 48 | 23 | 8 | 38 | 31 | 6 |
| Drop-Out Rate | 85,71% | 53,73% | 84,43% | 82,93% | 32,25% | 55,56% |
| Success Rate | 14,29% | 48,27% | 15,66% | 17,07% | 67,74% | 55,56% |

| | Economics | | | International Trade and Finance | | |
|---------------|-----------|-----------|-----------|---------------------------------|-----------|-----------|
| | 2018-2019 | 2019-2020 | 2020-2021 | 2018-2019 | 2019-2020 | 2020-2021 |
| Study Places | 15 | 20 | 20 | 30 | 30 | 25 |
| Applicants | 7 | 6 | 21 | 8 | 7 | 21 |
| Drop-Out Rate | 56,25% | 47,92% | 63,41% | 30,00% | 57,14% | 70,49% |

| | | | | | | |
|---------------------|--------|--------|--------|--------|--------|--------|
| Success Rate | 43,75% | 52,08% | 36,59% | 70,00% | 42,86% | 29,51% |
|---------------------|--------|--------|--------|--------|--------|--------|

Appraisal:

Altınbaş University is a relatively young university that has grown rapidly and offers a wide range of programmes. The four programmes considered here were introduced ten years ago and have been developed further since then. The success rate shows room for improvement. At the same time, there is a relatively high unemployment rate of graduates. In the following, several of the panel's recommendations and conditions address these issues. In addition, the University should track the reasons for such a high drop-out rates and include the results into further development of the programmes (see Appraisal in Chapter 5).

Programme Description and Appraisal in Detail

1. Objectives

1.1 Objectives of the study programmes

The National Qualifications Framework for Higher Education in Turkey (TYYÇ) - developed with reference to the Quality Framework for European Higher Education Area and the European Quality Framework for lifelong learning - was adopted by the Council of Higher Education in Turkey (YÖK) in 2010. The framework has been developed as a part of a unified national qualification framework, which consists of eight levels covering all levels of educations on completion of the ongoing work at the national level. The higher education levels lie on levels five to eight. According to this national framework, Bachelor programmes comprise four years of study with a total of 240 ECTS credits. The total workload of a student accumulates to 6,000 to 7,000 hours of studying.

The National Qualifications Framework defined the qualifications and competences students are expected to have achieved upon graduation:

| NATIONAL QUALIFICATIONS FRAMEWORK FOR HIGHER EDUCATION IN TURKEY (NQF-HETR) | | | | | | |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6. Level (Bachelor's) Qualifications | | | | | | |
| NQF-HETR | KNOWLEDGE | SKILLS | COMPETENCES | | | |
| LEVEL | -Theoretical | -Cognitive | Competence to Work Independently and Take Responsibility | Learning Competence | Communication and Social Competence | Field Specific Competence |
| | -Conceptual | -Practical | | | | |
| | | -Use of advanced theoretical and practical knowledge within the field. | - Conduct studies at an advanced level in the field independently. | -Evaluate the knowledge and skills acquired at an advanced level in the field with a critical approach. | - Inform people and institutions, transfer ideas and solution proposals to problems in written and orally on issues in the field. | - Act in accordance with social, scientific, cultural and ethic values on the stages of gathering, implementation and release of the results of data related to the field. |
| | | -Interpret and evaluate data, define and analyze problems, develop solutions based on research and proofs by using acquired advanced knowledge and skills within the field. | - Take responsibility both as a team member and individually in order to solve unexpected complex problems faced within the implementations in the field. | -Determine learning needs and direct the learning. | - Share the ideas and solution proposals to problems on issues in the field with professionals and non-professionals by the support of qualitative and quantitative data. | - Possess sufficient consciousness about the issues of universality of social rights, social justice, quality, cultural values and also, environmental protection, worker's health and security. |
| | - Possess advanced level theoretical and practical knowledge supported by textbooks with updated information, practice equipments and other resources. | | - Planning and managing activities towards the development of subordinates in the framework of a project. | -Develop positive attitude towards lifelong learning. | -Organize and implement project and activities for social environment with a sense of social responsibility. | |
| 6 BACHELOR'S | | | | | -Monitor the developments in the field and communicate with peers by using a foreign language at least at a level of European Language Portfolio B1 General Level. | |
| | | | | | -Use informatics and communication technologies with at least a minimum level of European Computer Driving License Advanced Level software knowledge. | |

The four programmes are described as follows:

Business Administration Programme

The Department of Business Administration at Altınbaş University aims to educate innovative and entrepreneurial graduates who possess the necessary knowledge and communication skills to make a difference in their fields. The education complements theoretical training with practical work to help students develop solutions to modern business problems. One of the contemporary approaches is CO-OP (cooperative education). The goal of this CO-OP course is to facilitate the application of business administration knowledge in companies, as students gain work experience while working part-time for a certain period of time (for more details see chapter 3.1). The Social Responsibility Course motivates a real-life experimentation outside of the campus, to ensure that students realize their responsibilities to the society they share, and to develop them-selves in group work by addressing their personal efforts. Moreover, they find the opportunity to participate in conferences and seminars, where they meet the leading academics and professionals in their field and learn from their experiences. There are several different professions available to people in the business administration field such as finance, economics, human resources, marketing, advertising, logistics, operations, management.

Economics Programme

The Economics department aims to educate innovative students with the skills required to succeed in today's challenging business environment. The degree provides students with a wide array of both subject-specific and transferable skills necessary for the jobs directly related to the degree such as accountants, economists, financial risk analysts, investment analysts, and statisticians. In addition, students have the opportunity to spend part of their studies at various foreign universities and meet faculty from Turkish and foreign universities affiliated with educational institutions abroad in seminars, workshops and conferences.

International Logistics Management Programme

The objective of the programme of International Logistics Management is to prepare students for a successful career in international logistics providing them with the knowledge, skills and the flexibility to adapt to the constantly-changing competitive forces in the global business world. The undergraduate programme covers theoretical knowledge and practical application in the International Logistics Management discipline including manufacturing and operations, planning and control, international supply chain and logistics system design and simulation, inventory and transportation management, procurement, and distribution and warehouse operations. The Department of International Logistics Management aims to educate future supply chain and logistics managers for national and international logistics platforms and serve its constituents and the society at large in an international academic environment fostering integrity, respect, and participation.

International Trade and Finance Programme

As Altınbaş University International Trade Department provides one hundred percent English education and experienced academic staff, they aim for training leading qualified international business executives in a global, respected, principled and sharing education environment, contribute to academic research and knowledge production and to provide services that will benefit University's stakeholders and the society. In addition to the four-week compulsory internship that

students complete during their education period, students complete their education with training supported by the CO-OP programme, which grants the right to work part-time in contracted institutions with the faculty and department such as Altınbaş Holding and ÜNSPED (for more details see chapter 3.1). The department offers the students the opportunity to gain practical experience with ÜNSPED Customs Consultancy. In addition to all of these, students continue to get education as well as theory with practical support programmes, seminars, conferences and collaborations. During their education, they have the opportunity to study in a different country, culture and environment with ERASMUS and international student exchange programmes for one or two terms.

Altınbaş University describes the individual Intended Learning Outcomes of the four programmes as follows:

| Programme: | Intended Learning Outcomes: |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Business Administration</p> | <p>Understanding of the essential body of knowledge in the Management discipline (functions of management, organization theory, policy and strategy, information technology and operations management, human resource management, accounting, finance, marketing, economics, and a systems approach).</p> <p>Understanding of the main actors, challenges and dynamics of the global business environment. Awareness and understanding of the legal framework that shapes the boundaries of business.</p> <p>Ability to analyze the organizational environment, define business processes, identify relationships among system components and diagnose underlying problems.</p> <p>Ability to conceptualize and formulate innovative solutions to business problems</p> <p>Ability to apply current management theories and identify and employ the appropriate management tools and techniques for developing business strategies and making business decisions in line with the organizational mission.</p> <p>Ability to select and effectively utilize available resources to collect and analyze data and draw appropriate conclusions from their research.</p> <p>Ability to use common computer technologies employed in business management.</p> <p>Understanding of the importance of adaptability and the need to manage change in a complex and rapidly evolving global business environment</p> <p>Ability to effectively communicate in writing or orally with individuals from diverse backgrounds in English or Turkish.</p> <p>Ability to appreciate and recognize contributions of individuals from diverse backgrounds, and to effectively communicate and positively contribute as a team leader or member.</p> <p>Awareness and understanding of the ethical standards in business management.</p> <p>Awareness and understanding of active citizenship and social responsibility in business management.</p> <p>Understanding of the importance of self-assessment and life-long learning in order to maintain personal and professional development.</p> |
| <p>Economics</p> | <p>Interprets and makes use of the existing theories and concepts in the field of economics (microeconomics, macroeconomics, international trade, international finance, public policy, statistics and econometrics etc.)</p> <p>Identifies the risks in the world economy and decides in a way that manages these risks.</p> <p>Evaluates the developments in the world economy, identifies and analyzes the problems.</p> <p>Develops efficient economic policies that relates the economic theory to the real world and decides in a way that supports public and private sector.</p> |

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|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>Finds innovative solutions for economic problems and supports the improvement of economic performance.</p> <p>Make use of commonly used software and applications in the field of economics.</p> <p>Outlines the major global actors, conditions and dynamics in the globalized world and international milieu.</p> <p>Makes use of methods and tools required to effectively collect and analyze data.</p> <p>Adapts himself/herself to complex and ever-changing conditions in a global world.</p> <p>Relates the national and international legal framework regulates the national and international activities in the field to his/her work in the field.</p> <p>Interprets his/her world, country, society and himself/herself; demonstrates awareness of the ethical is-sues, social rights, values and responsibilities towards others and self.</p> <p>Makes use of not only his/her own discipline but related fields as well; develops an interdisciplinary approach and practice.</p> <p>Evaluates developments and trends in science and technology; shows personal and institutional entrepreneurship improves himself/herself through life-long learning.</p> <p>Communicates his/her opinions effectively using oral, written, graphic and technological means; fluently explains his/her perspective in English.</p> <p>Assumes responsibility in individual and collective settings; solves problems both as an individual and a member or leader of a team.</p> |
| <p>International Logistics Management</p> | <p>Defines and applies the essential body of knowledge in the international logistics management discipline (supply chain design and planning, purchasing, manufacturing, materials management, warehousing and transportation, sales and distribution, strategic alliances, risk management, and performance measurement etc.) including economics, business administration, and international trade.</p> <p>Develops effective supply chain and logistics strategies, designs logistic system to support the corporate mission and business objectives.</p> <p>Identifies the uncertainties and risks in logistics and supply chain and designs measures to mitigate these risks.</p> <p>Evaluates critically the empirical applications of logistics and supply chain management and identifies and analyses the problems in the supply chain.</p> <p>Finds solutions to logistics and supply chain problems to develop business performance.</p> <p>Outlines the major global actors, conditions and dynamics in the globalized world and international environment.</p> <p>Links his/her work to the national and international legal framework for national and international activities that shapes the boundaries of the field.</p> <p>Makes use of methods and tools required to effectively collect and analyze data in his/her area.</p> <p>Assumes responsibility in individual and collective settings; solves problems both as an individual and a member or leader of a team.</p> <p>Uses common computer technologies employed in supply chain and logistics management.</p> <p>Adapts himself/herself to complex and ever-changing conditions in a global World.</p> <p>Makes use of not only his/her own discipline but related fields as well; develops an interdisciplinary approach and practice.</p> <p>Interprets his/her world, country, society and himself/herself; demonstrates awareness of the ethical issues, social rights, values and responsibilities towards others and self.</p> |

| | |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>Evaluates the developments and trends in science and technology; shows personal and institutional entrepreneurship improves himself/herself through lifelong learning.</p> <p>Communicates his/her opinions effectively using oral, written, graphic and technological means; fluently explains his/her perspective in English.</p> |
| <p>International Trade and Finance</p> | <p>Defines and applies the essential body of knowledge in the international trade discipline (economic theories and applications, international business, international law, etc.) including, business administration, and international logistics management.</p> <p>Develops effective international trade strategies, designs measures to support the corporate mission and business objectives.</p> <p>Identifies the uncertainties and risks in international trade and designs measures to mitigate these risks.</p> <p>Evaluates critically the empirical applications of international trade and identifies and analyses the problems in international trade.</p> <p>Finds solutions to international trade problems to develop business performance.</p> <p>Outlines the major global actors, conditions and dynamics in the globalized world and international environment.</p> <p>Relates the national and international legal framework that regulates the national and international activities in the field to his/her work in the field.</p> <p>Makes use of methods and tools required to effectively collect and analyze data in his/her area.</p> <p>Assumes responsibility in individual and collective settings; solves problems both as an individual and a member or leader of a team.</p> <p>Uses common computer technologies employed in international trade.</p> <p>Adapts himself/herself to complex and ever-changing conditions in a global World.</p> <p>Makes use of not only his/her own discipline but related fields as well; develops an interdisciplinary approach and practice.</p> <p>Interprets his/her world, country, society and himself/herself; demonstrates awareness of the ethical issues, social rights, values and responsibilities towards others and self.</p> <p>Evaluates the developments and trends in science and technology; shows personal and institutional entrepreneurship improves himself/herself through life-long learning.</p> <p>Communicates his/her opinions effectively using oral, written, graphic and technological means; fluently explains his/her perspective in English.</p> |

Appraisal:

The qualification objectives of the four programmes Bachelor in Business Administration, Economics, International Logistics Management and International Trade and Finance, are explained and convincingly presented in relation to the target group, targeted professional field and societal context of the discipline. The intended qualifications and competences are defined and related to the overall national framework. They embrace academic proficiency, comprehensive employability, as well as the development of the individual student's personality.

The subject-specific and extra-curricular qualification objectives and skills to be acquired correspond with the aspired level at graduation. They take into account the requirements of the national qualification framework.

| | 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

Altınbaş University aims to become an internationally recognised University. Currently, with 9,820 students from 86 countries (of which 38 % are international and 45,24 % female). Altınbaş University is distinguished by its partnerships with several European countries, as well as its participation in the Erasmus Group for student exchange among universities worldwide.

All four programmes (Business Administration, Economics, International Trade and Finance and International Logistics Management) are completely taught in English and comply with international curriculum standards. International orientation is a clear focus of the programmes' design and can be seen in the curriculum as well. The curriculum takes into account international orientation of the contents in different aspects. The curriculum emphasizes the international focus in a variety courses. In addition, supporting course materials, such as case studies used by instructors, are covering relevant topics from various countries.

All four programmes have been designed in line with the Internationalization Strategy Framework for 2020- 2023 of Altınbaş University, which covers all areas of activity in which Altınbaş University is involved. The Internationalization Strategy has been formed on the basis of key internationalization oriented policies and goals stated in Turkish Council of Higher Education's Internationalization in Higher Education Declaration as well as on the basis of strategies, experiences and leadership styles of the world's leading universities.

Appraisal:

The programme is conducted in English throughout. The students are composed of different nationalities. International exchange semesters are made possible. Module content has been aligned with international content and standards. English language literature is used. The programme design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability.

| | 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

Positioning of the study programme in the educational market

The Higher Education Institution (YOK) reported that Altınbaş University attracted 6,743 bachelor's degree students and was on rank eighteen among 67 Turkish private universities. The 2019-year University Monitoring and Evaluation report showed that Altınbaş University became the third Turkish private University in attracting foreign students, especially successful at the Middle Eastern and North African market.

There are **Business Administration** departments in 135 universities in Turkey and 43 of them are in private universities. 56 of total Business Administration departments give their courses in English. Economics departments are found in 176 universities in Turkey in which 40 of them are private universities. There are international logistics management departments in 68 universities in Turkey and 26 of them are in private universities. There are 37 International Trade programmes (in both public and private universities) around Turkey.

Altınbaş University considers their programmes to gain prominence especially in the Middle Eastern market. According to Times' Higher Education's World University Rankings, Altınbaş University has a 43 % international student ratio.

Business Administration department of Altınbaş University is interesting for both national and international students because internationalization is the outstanding differentiating criterion that sets the University apart from others.

While all the lectures are delivered in English, students of Business Administration department can study at international partner universities of different countries such as Belgium, Bulgaria, Bosnia and Herzegovina, Germany, Hungary, Iceland, Italy, Kosovo, Latvia, Lithuania, Macedonia, Morocco, Norway, Jordan, Portugal, Pakistan, Poland, Romania, Slovakia, South Africa, Spain.

Besides providing lectures by experienced academics, the department introduced the chance to provide business experience to students by giving them the chance of working in partner organizations during their education progress. Also, the School of Business Administration is located in the area where a lot of companies' headquarters are located. In addition to having the opportunity to join CO-OP Programme, Business Administration students can complete their internship in companies having student's social security insurance covered by the University.

International Logistics Management department of Altınbaş University is visited by both national and international students. Students at the Department of Logistics Management take a wide range of elective courses throughout their education as well as participate in conferences and seminars, where they find the opportunity to learn from their experiences. As they gain competence and information through their education, the graduates of Logistics Management programme may apply for jobs in upper management levels in a variety of public institutions and private corporations. Altınbaş University Logistics Management Department cooperates with expert associations and organizations in order to increase the employment rate of female students in the logistics sector.

Graduates of the **International Trade and Finance** department are primarily aiming to have analytical thinking ability, critical perspective, and multi-cultural focus. In addition, graduates have the opportunity to experience theoretical-practical training in the courses with the compulsory internship programme. Besides, they provide graduates with industry experience in

addition to the compulsory internship along with the Unsped Custom Regulations and Operations course.

International Trade and Finance department has the lowest unemployment rate among graduates, compared with the other departments in the faculty. Turkey being the crossover between the West and the East, it became rendezvous for many nationalities last century, especially for the Middle Easterners. With the efforts of International Office and Corporate Communication Department and the effects of political-economical conjuncture, Altınbaş University became known in the Middle Eastern market for industry education. International Trade and Finance has been well adapted to the real sector and higher employment success.

The strength of the department of **Economics** lies in the academic staff competence, their foreign language skills and their ability to use modern technology. More than 50 % of the students are from abroad, and students come from 24 different countries.

The curriculum contains courses from wide range of topics from all major field in Economics, and other areas such as Finance, Business Administration, Trade, and Law. Besides, students can join CO-OP programme and have opportunity to work in various companies. Students at the Department of Economics have an opportunity of taking a wide range of elective courses throughout their education as well as participate in conferences and seminars.

The graduates of Economics programme may apply for jobs in upper management levels in a variety of public institutions, private corporations and academic positions. Altınbaş University Economics Department cooperates with expert associations and organizations in order to increase the employment rate of students in collaboration with many institutions. The department of Economics has Erasmus agreement with nineteen European universities including University of Gdansk, University of Economics- Varna, Østfold University College, University of Warsaw, University of Torin, University of Hannover, and students have opportunity to study at these universities up to one year.

Positioning of the study programme on the job market for graduates („Employability“)

One of the prominent employment platforms in Türkiye; Kariyer.net published an Employer Interest Index, that shows the standings for majors and universities in terms of preferred degree of their graduates by employers in Turkey. In the report, Altınbaş University is ranked 31st among 176 universities.

Also, in the overall departments ranking among Türkiye, Business department stands in rank 16, Economics department in rank 19, International Logistics Management department in rank 35, and International Trade department stands in 47 among 289 departments.

The CO-OP (Cooperative Education) programme is an educational model that combines University education with working in business life. With this programme students find opportunities to adapt to the business life. The CO-OP programme was not solely designed for students but to increase demand among employers as well. There are established companies they cooperate with. For instance, recently they signed a protocol with ikitelli Organized Industrial Zone (OIZ) and ÜNSPED Customs Consultancy.

Students started to join CO-OP programme by the 2016-2017 academic years and completed CO-OP programme in three different companies for Business department and seven different companies for Economics department. In Business department during the academic years of 2017-2018, 2018-2019, 2019-2020, students completed CO-OP programme in two and three different companies

respectively. In total, 11 of Business Administration students benefited from the CO-OP opportunity between the years of 2016 and 2021. Despite the Covid-19 pandemic, however, this rate remained constant at a lower level.

In addition, International Logistics Management department organized various panels under the name of sector days for the department. For example, with the participation of the representatives of leading companies in the sector such as Hapag-Lloyd and Jungheinrich, new technologies in logistics were presented to the students.

Positioning of the study programme within the HEI's overall strategic concept

The University's strategic plan is based on the Entrepreneurial and Innovative University Index. This strategic plan will be prepared in accordance with the principles set forth by Higher Education Institute quality standards. It places emphasis on the concept of "sustainable University". The plan considers its economic, socio-cultural, educational, environmental, and administrative sustainability.

Expectations from universities for the solution of social problems have been increasing. The belief that it cannot be left to the governments and that both the private sector and universities should be included in the solution is getting stronger. The importance of social entrepreneurship is increasing. Programmes supported by universities with the cooperation of public and private sectors make education and training more efficient. The private sector's support for applied education to universities is increasing, and students prefer programmes in which this cooperation is visible. The realization of technology and communication infrastructure in cooperation with the private sector and the government and in line with incentive policies creates opportunities. Art-related, humanist campuses designed by adopting the principle of social responsibility come to the fore. Social responsibility projects, community contribution activities, cooperation activities with public and private sector, visibility of universities and brand increases its value.

However, there are specific threats to the Dimension of Cooperation with Society and Sectors. The general trend in University education does not match the expectations of Generation Z students with higher social responsibility awareness. Realizing the benefits of social responsibility and collaboration with sectors, many universities have been competing in this field in order to attract promising students. Social responsibility and community contribution activities require administrative and infrastructure support.

Thus, University's Competencies in Cooperation with Society and Sectors is as follows. Private sector opportunities in Istanbul create added value in subjects such as CO-OP programmes, seminars, and applied trainings. Since the foundation of the University, contribution to society and social responsibility issues have been adopted as basic principles. Being open to innovative approaches brought about by being a young University is also demonstrated in the support of students' contribution to society activities. Within the scope of collaborations with the private sector, students gain work experience before graduation. The "Children's University" within the University has been continuing its activities since 2012 and creating social value. Social responsibility projects led by academic units are designed and implemented. Social responsibility activities carried out by Student Clubs are supported by the University. Intense cooperation with

the district municipalities where the University campuses are located increases the social responsibility dimension.

Collaborations started with companies outside Altınbaş Holding within the scope of cooperation with sectors, have not reached the desired level yet. Student clubs need additional facilities in terms of infrastructure to carry out their contribution to society activities more efficiently. More efforts are needed to increase the visibility of activities carried out in the field of cooperation with sectors and contribution to society.

| Strategic Areas | Strategic Aims | Strategic Targets |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <i>Courses</i> | Offering various courses that will provide students expertise with multiple areas and become competent when they graduate | In addition to the compulsory courses, opening at least two area elective courses each semester |
| <i>Number of students</i> | Sustainable trend in the number of department students | Filling at least half of the student quota of the departments in each academic year |
| Increasing the quality of students joining to the departments | | Increase the number of scholarships in the departments |
| <i>Publications</i> | Increase the number of publications published in peer-reviewed and indexed journals and respected books by the faculty members | Increase the number of publications in the departments by 35 in the next five years. |
| <i>Conference participations</i> | Ensure that the department members of the department develop themselves and represent our University in respectable congresses, panels, symposiums and conferences. | Attending at least 5 events each year |
| <i>Projects</i> | Encourage the participation of department members in scientific research projects | Taking part in at least 5 research projects per year |
| <i>Conference organizations</i> | Organizing conferences, panels, symposiums, etc. for the society and different sectors | Organize at least 1 conference /event for the public and the sector per year |
| <i>Projects for the public</i> | Developing scientific cooperation projects of public interest | Organize at least 1 project every year for the public and the sector and in cooperation with NGOs or private sector |

Appraisal:

The reasons given for the positioning in the educational market of this study programmes are plausible. Internationalization represents the determinant that distinguishes the University from other Turkish universities. The positioning of the International Trade and Finance and International Logistics programmes is linked to Istanbul's unique location as a major transshipment and trading center, which justifies such specialization. In contrast, the Business Administration and Economics programmes are distinguished by their ability to attract high numbers of (international) prospective students.

The arguments in support of graduate employability on the basis of the stated qualification objectives are convincingly presented. Due to the current economic situation, and the impact of Covid 19, unemployment rates in Türkiye are high which is reflected in the relatively high number of graduates that are currently not employed. However, the future fields of employment for graduates are plausibly set forth.

The study programme is convincingly integrated into the HEI's overall strategic concept. The study programme's qualification goals are in line with the HEI's mission and strategic planning.

The University has identified entrepreneurship and corporate social responsibility as future core areas and is expanding the number of courses and projects with a social or entrepreneurial focus.

| | | 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

Admission requirements

Higher education system in Turkey is managed by the Council of Higher Education (CoHE, Yükseköğretim Kurulu-YÖK) which is a public body responsible for the planning, coordination, governance and supervision of higher education within the provisions set forth in the Constitution of the Turkish Republic and the Higher Education Law. Both state and non-profit foundation universities are founded by law and subjected to the Higher Education Law and to the regulations enacted in accordance with it. The registration, examinations and evaluation procedures at Altınbaş University are carried out according to Higher Education Law and Regulations put by Higher Education Council (YÖK).

Admission of national students to short and first cycle degree programmes is centralized and based on a nationwide one/two-stage examination(s) conducted by an autonomous public body, ÖSYM (Students Selection and Placement Center - SSSC). Candidates gain access to institutions of higher education based on their composite scores consisting of the scores on the selection examination and their high school grade point averages. Admission to graduate programmes is directly conducted by the higher education institutions (HEIs) within the frameworks of the publicly available national and institutional regulations.

Admission of international students to programmes at all levels of higher education can be done by direct applications of candidates to HEIs based on publicly available national and institutional regulations. Admission Requirements for International Students contain information on accepted diplomas, exam scores specified for students from different countries.

Counselling for prospective students

Prospective students of Altınbaş University can find information about admission requirements via the website. International students can find detailed information on admission requirements at the website of Altınbaş University International Office. Both websites provide detailed information on the University, degree programmes, admission requirements and life at campuses. There are Frequently Asked Questions (FAQ) sections and students who have further questions are encouraged to call the University's call center and/or fill out online contact forms to reach counselling on admissions.

Altınbaş University has been coordinating the "Univerliseliyim" project, through which the University contacts high schools to reach prospective national students and offer seminars on relevant and interesting topics such as Future of Work, Robotic Coding, Neuromarketing, Diversity Management etc. These seminars are used as tools to increase the University's brand reputation among prospective students and to build opportunities where students can meet with University professors.

Altınbaş University also attends career fairs and University PR events throughout the year. Campus Days are organized every summer, where prospective students and their families have the chance to visit campuses, meet professors and current students. Prospective students are also welcomed to take appointments from professors and deans to meet with them personally during their office hours.

Selection procedure

The admission to undergraduate programmes for the applicants who have Turkish citizenship and received their education entirely in Türkiye or in Northern Cyprus relies on the legal regulations within the framework of the Higher Education Act (No. 2547) dated 4 November 1981 and on the regulations and decisions of the Council of Higher Education (CoHE). The procedure consists of nationwide university entrance examinations, which are two staged, held once a year and administered by the Students Selection and Placement Center (SSPC).

The first stage is the Basic Qualifications Exam (BQE, TYT in Turkish). Students need to get a minimum of 150 out of 500 points to be able to take the second exam called Field Qualifications Exam (FQE, AYT in Turkish), which is undertaken across five separate sessions. These exams assess verbal and quantitative abilities of applicants as well as their knowledge on mathematical studies (e.g., algebra, geometry), language/literature, science (e.g., physics, chemistry, biology) and social sciences (e.g., history, geography and philosophy).

In the second stage, the programmes require an EA (“eşit ağırlıklı”, equal balance of Literature/Social Sciences and Math) exam score. Thus, prospective students must take mathematics, language/literature and social science sessions. The placement of the candidates in a higher education institution is finally based on a composition of the scores they obtained in the two stages of the University entrance examinations and their high school grade point averages, calculated by the SSPC.

After the declaration on the placement of the candidates by SSPC, students register for the programmes on the days declared by the University presenting the following documents (enlisted on the website of Altınbaş University):

- Application Form,
- High School Certificate,
- Original copy of Certificate of Examination Results (if any),
- An ID including the applicant's photo,
- A passport photograph.

All other applicants (two citizenships, education abroad etc.) are considered as international students who have to prove that they have completed their secondary education in a high school or similar institution in which the education is equivalent to education at Turkish high schools. Altınbaş University has announced eligible diplomas, certificates and exams for admission as an international student on its website.

All international applicants must follow the steps below to complete the application process:

- Completed online application form.
- Submitted copy of high school diploma and transcript of records/ required scores (both in English and Turkish).
- Submitted copy of passport.
- Foreign language exam results (if any).

The pre-review and evaluation of international applicants is carried out by the admission committee authorised by the Rector based on these documents. Applicants who are accepted to the programmes by the admissions committee are asked to provide the following documents for registration:

- Original copy of High School Diploma and its notarized Turkish or English translation.
- Original copy of High School Transcript and its notarized Turkish or English translation.
- Copy of passport.
- Tuition fee bank receipt.
- Copy of student visa.
- Passport size photos.

Ensuring foreign language proficiency

In line with the internationalization strategy of Altınbaş University, undergraduate degree programmes are offered fully in English language.

Students who are citizens of English-speaking countries or students who submit valid official documents proving their level of English proficiency are exempt from the English Preparatory Programme and can start their undergraduate studies immediately. Minimum requirements accepted by Altınbaş University can be seen in the table below:

| Exam | Valid for | Minimum Score |
|---------------------------------------------------|-----------|---------------|
| AU Sch. of Foreign Lang. English Proficiency Exam | 2 years | 60 |
| TOEFL IBT | 2 years | 65 |
| TOEFL ITP | 2 years | 500 |
| PTE Academic | 2 years | 55 |
| CAE | 2 years | C |
| CPE | 2 years | C |
| YDS-YÖKDİL (exams by CoHE) | 2 years | 80 |
| EmSAT | 2 years | 1250 |

Altınbaş University School of Foreign Languages was established in 2011 to offer an extensive English Preparatory Programme to prepare students (who have not provided proof of English proficiency) for the requirements of undergraduate programmes conducted fully in English. Altınbaş University Basic English Preparatory Programme is based on a modular teaching system. It consists of four levels (A1, A2, B1, and B2). Each model is based on eight weeks. A total of five courses are applied for each academic year, including Summer School. Hours of study required for the programme is 25 hours per week.

Students are expected to participate in class actively. During the module, students are given assignments in accordance with their English level and they involve interactive class activities. Assignments and interactive class activities are as follows: Portfolio assessment on speaking and writing, assignments (assignments given on weekdays, weekends and online homework), quizzes, class project. In addition to these assignments and activities, one midterm exam is administered during each module. Midterm exams will evaluate reading, listening, writing and speaking skills.

End of module (Final) exam evaluates reading, listening, writing and speaking skills. In order to be eligible to participate in final exam, students must attend a success level of 65 % during the relevant module and satisfy the attendance requirements. Students who achieve a success rate of

60 % in the final exam shall be eligible to advance to the next level. Non-attendance limit may vary according to class hours held in each quarter. 20 % of total hours of classes held during one quarter shall be determined as non-attendance limit.

Transparency and documentation of admission procedure and decision

The admission procedure of national students is highly transparent and objective as the process is regulated by Council of Higher Education (CoHE) and placement exams are conducted centrally in Turkey by Students Selection and Placement Center (SSPC). The results of placement exams are announced via the internet page of SSPC.

International students can track their application status via the University website. School based rules and regulations which are also published in National Gazette of Turkey reports admission, education process, and conditions required for graduation in detail. Besides, all the rules and regulations are available on the website.

Appraisal:

The admission requirements are defined and comprehensible. The national requirements are presented and taken into account. Admission requirements for international students are in accordance with general standards and are clearly communicated. Evidence of comprehensive English proficiency is in accordance with general standards and will be verified. All admission requirements are clearly communicated on the University website.

Applicants can directly turn to a student counselling service, or to whatever other helpdesk at the University, for clarification of specific questions, of personal aptitude or career perspectives. Personal dialogue between applicants and the HEI is provided by defined office hours, by telephone and via e-mail.

The selection procedure is transparent. However, there is an extremely high drop-out rate of up to 85 %. Most of these are international students who do not complete their studies. For this reason, Altınbaş University should place great emphasis on identifying and giving priority to students with a high chance of graduating as part of the student selection process. Therefore, the panel **recommends** reviewing the selection procedure and check if additional selection criteria need to be implemented in order to ensure that qualified students who are most likely able to complete the programme are admitted. In addition, the University should track the reasons for such a high drop-out rate and include the results into further development of the programmes (see appraisal in chapter 5).

The admission requirements (required language proficiency level or required result in a concrete language test) or preparatory language courses ensure that students are able to successfully complete the study programme (courses, additional literature, utilisation of counselling services and extracurricular activities).

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

| | | 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 programmes

3.1 Contents

In education plans, each academic year contains 60 ECTS credits. The sum of the courses and practices required for graduation is 240 ECTS credits in four-year undergraduate programmes. The programme curricula are available in both Turkish and English in the Altınbaş University Course Catalogue (altinbas.edu.tr). The lessons included in-class and out-of-class learning and application activities such as computer lab works, homeworks, projects, seminars, presentations, exam preparation, exams, internships, as well as theoretical lessons.

International Trade and Finance

The curriculum was adjusted to the strategic plan of the University, and the quality practices based on the expertise of faculties and departments. In addition, the workforce competencies that will be needed today and in the future are taken into consideration. In the determination of compulsory and elective courses, all the necessary regulations are made by considering the suggestions of the University administration. In the processes to change the curriculum, the number of compulsory elective courses is reviewed at regular intervals based on the exchange of ideas in line with the meetings with the vice-rectors, deans, and department heads. The students are expected to prepare a graduation project (Capstone project) in line with their academic and practical competencies in the last term of their curriculum.

| 1. Semester | Course Name | ECTS |
|-------------|---------------------------------------------------|------|
| | Principles of Microeconomics | 7 |
| | Mathematics for Business I | 7 |
| | Basic Principles of Law | 5 |
| | English for Administrative Purposes I | 3 |
| | Introduction to Social Sciences | 2 |
| | Introduction to Psychology | 7 |
| 2. Semester | | |
| | Principles of Macroeconomics | 7 |
| | Introduction to Business | 5 |
| | Mathematics for Business II | 7 |
| | English for Administrative Purposes II | 3 |
| | Social Responsibility Project | 2 |
| | Fundamentals of Commercial Law | 5 |
| 3. Semester | | |
| | Microeconomic Theory | 7 |
| | Business Communication and Negotiation Techniques | 3 |
| | Statistics for Social Sciences | 6 |
| | Quantitative Methods in Business | 5 |
| | Financial Accounting | 5 |
| | Cross-Cultural Issues in Consumer Behaviour | 5 |
| 4. Semester | | |
| | Supply chain and Logistics Management | 5 |
| | Principles of Marketing | 5 |
| | Applied Statistics | 5 |
| | Managerial Accounting I | 5 |
| | History of Civilization | 4 |

| | | |
|--------------------|--------------------------------------------------|----|
| | E-Commerce | 5 |
| 5. Semester | | |
| | Financial Management | 5 |
| | Research Methods for Business and Economics | 6 |
| | International Trade | 5 |
| | International Sales and Negotiations | 5 |
| | Economic Integration and EU | 5 |
| | Elective: | 5 |
| | Academic Turkish for Social Science Students | 4 |
| | Introduction to Sociology | 7 |
| | International Marketing | 5 |
| | International Financial Systems and Institutions | 5 |
| | Advanced Topics in Global Finance | 5 |
| | International Retailing and Franchising | 5 |
| 6. Semester | | |
| | International Finance | 6 |
| | Export and Import Management | 6 |
| | R Programming for Data Sciences | 6 |
| | Management of Multinational Corporations | 6 |
| | Elective: | 5 |
| | Customs Regulations and Operations | 5 |
| | Risk and Insurance | 5 |
| | Human Resource Management | 5 |
| | Money and Banking | 6 |
| | Academic Turkish for Social Science Students II | 4 |
| | Cross Cultural Issues in Business | 5 |
| | Adv. Topics in Global Marketing and Mgt. | 5 |
| 7. Semester | | |
| | Summer Practice | 5 |
| | International Business | 5 |
| | History of Turkish Republic I | 2 |
| | Turkish for Foreigners I | 2 |
| | Turkish Language and Communication Skills | 2 |
| | Electives: | 15 |
| | Social Responsibility and Professional Ethics | 5 |
| | Management and Organization | 6 |
| | Leadership and Team Dynamics | 5 |
| | Strategic Management Control | 5 |
| | Global Supply Chain and Logistics Strategies | 5 |
| | Supply Chain and Log. Simulation Modeling | 5 |
| | Project Management | 5 |
| | Information Systems in Business | 5 |
| | Operational Risk Management | 5 |
| | Marketing Strategy | 5 |
| | Co-Op in international Trade | 10 |
| | Production and Operations Management | 6 |
| | Russian I | 4 |
| | German I | 4 |
| 8. Semester | | |
| | Capstone Project | 7 |
| | Turkish for Foreigners II | 2 |
| | Turkish Language and Communication Skills II | 2 |
| | History of Turkish Republic II | 2 |
| | Electives: | 15 |
| | Computing Skills | 3 |
| | Business Policy and strategic Management | 6 |
| | Corporate Finance | 7 |
| | Strategic Brand Management | 5 |
| | Consumer Behaviour | 5 |
| | Supply Chain Risk Management | 6 |
| | Operations Research | 6 |
| | Warehouse and Distribution Center Mgt. | 6 |

| | | |
|--|-----------------------------------------------|---|
| | Transportation Data and Analysis and Modeling | 5 |
| | Macroeconomic Theory | 5 |
| | Russian II | 4 |
| | German II | 4 |
| | Advanced Topics in Global Finance | 5 |

Business Administration

Programme structure and design were adjusted to the University's strategic plan. Current and future competencies are taken into consideration. These competencies are shared by organizations such as OECD, McKinsey, and the World Economic Forum, and these reports are followed on a departmental basis. The advice of the University management is sought for the determination of the compulsory and elective courses. The compulsory and elective courses are reviewed at regular intervals through meetings with the vice-rectors, deans and heads of departments.

| 1. Semester | Course Name | ECTS |
|-------------|---------------------------------------------------|------|
| | Principles of Microeconomics | 7 |
| | Mathematics for Business I | 7 |
| | Basic Principles of Law | 5 |
| | Introduction to Psychology | 7 |
| | English for Administrative Purposes I | 3 |
| | Introduction to Social Sciences | 2 |
| 2. Semester | | |
| | Introduction to Business | 5 |
| | Mathematics for Business II | 7 |
| | English for Administrative Purposes II | 3 |
| | Social Responsibility and Career Planning | 2 |
| | Fundamentals of Commercial Law | 5 |
| | Principles of Macroeconomics | 7 |
| 3. Semester | | |
| | Management and Organization | 6 |
| | Statistics for Social Sciences | 6 |
| | Quantitative Methods in Business | 5 |
| | Financial Accounting | 5 |
| | Production and Operations Management | 6 |
| | Business Communication and Negotiation Techniques | 2 |
| 4. Semester | | |
| | Applied Statistics | 5 |
| | Human Resource Management | 5 |
| | Principles of Marketing | 5 |
| | Managerial Accounting I | 5 |
| | History of Civilization | 4 |
| | Organizational Behaviour | 5 |
| 5. Semester | | |
| | Financial Management | 5 |
| | Research Methods for Business and Economics | 6 |
| | Social Responsibility and Professional Ethics | 5 |
| | Marketing Strategy | 5 |
| | Electives | 10 |
| | Entrepreneurship | 5 |
| | Leadership and Team Dynamics | 5 |
| | Social Entrepreneurship | 5 |
| | Digital Marketing | 5 |
| | International Marketing | 5 |
| | International Sales and Negotiations | 5 |
| | French I | 4 |
| | German I | 4 |
| | Introduction to Sociology I | 7 |

| | | |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| | Academic Turkish for Social Sciences Students Gönüllülük Calismalari | 4 4 |
| 6. Semester | | |
| | Corporate Finance Business Policy and Strategic Management Consumer Behaviour Electives: Marketing Research Advanced Topics in Business Management Employer Branding Strategies Supply Chain and Logistics Management Export and Import Management French II German II Academic Turkish for Social Sciences Stud.II | 7 6 6 10 5 5 5 5 6 4 4 4 |
| 7. Semester | | |
| | Summer Practice Turkish for Foreigners Turkish Language and Communication Skills History of Turkish Republic I International Business Electives: NGO Management Strategic Management Control International Trade Economic Integration and EU Advanced Topics in Global Finance Project Management Information Systems in Business COOP in Business Administration | 5 2 2 2 5 15 5 5 5 5 5 5 5 10 |
| 8. Semester | | |
| | History of Turkish Republic II Turkish for Foreigners II Turkish Language and Communication Skills II Contemporary Topics in Business Strategic Brand Management Electives: Advanced Topics in Business Management NGO Management Advanced Topics in Accounting and Finance Auditing Employer Branding Strategies R Programming for Data Science Advanced Topics in Global Finance Management of Multinational Corporations Money and Banking Computing Skills | 2 2 2 7 5 15 5 5 5 5 5 6 5 6 6 3 |

Graduation project course in the curriculum of the Department of Business Administration had been removed from the curriculum after the feedbacks from the students and assessments of the lecturers of the department. Instead, a new practical course (Contemporary Topics in Business) has been added to the curriculum.

For example, the Leadership and Team Dynamics course unites the two perspectives - the theories of leadership and team dynamics. The course, with the cases, is designed to incorporate the practical side of teams and leadership. The syllabus covers the leadership theories, individuals, and team dynamics align with learning outcomes.

International Logistics Management:

The basic workforce competencies to provide the essential body of knowledge had been researched and integrated into the curriculum after a benchmark study within the same department of several universities. To increase the theoretical and practical knowledge specialized aspects were added into the curriculum.

| 1. Semester | Course Name | ECTS |
|-------------|---------------------------------------------------|------|
| | English for Administrative Purposes I | 3 |
| | Principles of Microeconomics | 7 |
| | Introduction to Social Sciences | 2 |
| | Basic Principles of Law | 5 |
| | Mathematics for Business I | 7 |
| | Introduction to Psychology | 7 |
| 2. Semester | | |
| | English for Administrative Purposes II | 3 |
| | Principles of Macroeconomics | 7 |
| | Basic Principles of Commercial Law | 5 |
| | Introduction to Business | 5 |
| | Mathematics for Business II | 7 |
| | Social Responsibility and Career Planning | 2 |
| 3. Semester | | |
| | Production and Operations Management | 6 |
| | Management and Organization | 6 |
| | Quantitative Methods in Business | 5 |
| | Statistics for Social Sciences | 6 |
| | Financial Accounting | 5 |
| | Business Communication and Negotiation Techniques | 3 |
| 4. Semester | | |
| | History of Civilization | 4 |
| | Supply Chain and Logistics Management | 5 |
| | Inventory Management | 5 |
| | Applied Statistics | 5 |
| | Electives: | 10 |
| | International Finance | 6 |
| | Export and Import Management | 6 |
| | Human Resources Management | 5 |
| | Principles of Marketing | 5 |
| | Managerial Accounting | 5 |
| 5. Semester | | |
| | Information Systems in Business | 5 |
| | Research Methods for Business and Economics | 6 |
| | Financial Management | 5 |
| | Electives: | 15 |
| | Microeconomic Theory | 7 |
| | Volunteering Studies | 4 |
| | Operational Risk Management | 5 |
| | International Marketing | 5 |
| | International Sales and Negotiations | 5 |
| | Entrepreneurship | 5 |
| | Leadership and Team Dynamics | 5 |
| | Digital Marketing | 5 |
| | WILAT Current Issues in Logistics | 5 |
| | Financial Statement Analysis | 5 |
| 6. Semester | | |
| | R Programming for Data Sciences | 6 |
| | Supply Chain Risk Management | 6 |
| | Intermodal Transportation Management | 6 |

| | | |
|--------------------|-----------------------------------------------|----|
| | Operations Research | 6 |
| | Elective: | 5 |
| | Reverse Logistics | 5 |
| | Custom Regulation and Operations | 5 |
| | Business Policy and Strategic Management | 6 |
| | Corporate Finance | 7 |
| 7. Semester | | |
| | History of Turkish Republic I | 2 |
| | Summer Practice | 5 |
| | Global Supply Chain and Logistics Strategies | 5 |
| | Turkish for Foreigners | 2 |
| | Electives: | 15 |
| | German I | 4 |
| | Adv. Topics in International Logistics | 5 |
| | Network Optimization & Log. System. Design | 5 |
| | CO-OP in Internat. Logistics Management | 10 |
| | Cross Cultural Issues in Consumer Behaviour | 5 |
| | Strategic Management Control | 5 |
| | Introduction to Political Science | 6 |
| | Russian I | 4 |
| | Introduction to Sociology I | 7 |
| | Academic Turkish for Soc. Sciences Students I | 4 |
| | Project Management | 5 |
| 8. Semester | | |
| | History of Turkish Republic II | 2 |
| | Capstone Project | 7 |
| | Warehouse and Distribution Center Management | 5 |
| | Turkish for Foreigners | 2 |
| | Electives: | 15 |
| | Computing Skills | 3 |
| | German II | 4 |
| | Transportation Data Analysis and Modeling | 5 |
| | Risk and Insurance | 5 |
| | Advanced Topics in Global Finance | 5 |
| | Management of Multinational Corporations | 5 |
| | Marketing Research | 5 |
| | Consumer Behavior | 6 |
| | Auditing | 5 |
| | Strategic Brand Management | 5 |
| | Russian II | 4 |
| | Academic Turkish for Social Sciences Stud. II | 4 |

Selection and determination of compulsory and elective courses are made by evaluating the dynamics of the logistics industry and considering the suggestions of the University administration. In the curriculum change processes, the number of compulsory/elective courses is reviewed at regular intervals based on the exchange of ideas in line with the meetings with the vice-rectors, deans, and heads of department.

The students are expected to prepare a graduation project (Capstone project) in line with their academic and practical competencies in the last term of their curriculum.

Economics

Courses were selected with the programme requirements, the University strategic plan, and the quality practices of the School of Economics and Administrative and Social Sciences. In addition, developments and progress on the Economics subject is considered and new courses are added. The department of economics regularly checks the curricula of the Economics departments at well-

known universities and adds new courses. Recently, they added the courses *Machine Learning for Economics* and *Business and Computational Social Science*.

| 1. Semester | Course Name | ECTS |
|-------------|---------------------------------------------|------|
| | Principles of Microeconomics | 7 |
| | Mathematics for Business I | 7 |
| | Basic Principles of Law | 5 |
| | Introduction to Sociology | 7 |
| | English for Social Sciences I | 3 |
| | Turkish for Foreigners | 2 |
| 2. Semester | | |
| | Principles of Macroeconomics | 7 |
| | Mathematics for Economics | 7 |
| | Fundamentals of Commercial Law | 5 |
| | Introduction to Business | 6 |
| | English for Social Sciences II | 3 |
| | Turkish for Foreigners II | 2 |
| 3. Semester | | |
| | Microeconomic Theory | 7 |
| | Statistics for Social Sciences | 6 |
| | Turkish Economy | 6 |
| | Financial Accounting | 5 |
| | History of Turkish Republic I | 2 |
| | Elective (not specified) | 4 |
| 4. Semester | | |
| | Macroeconomic Theory | 7 |
| | Applied statistics | 5 |
| | History of Civilization | 4 |
| | Managerial Accounting | 5 |
| | History of Turkish Republic II | 2 |
| | Social Responsibility Project | 2 |
| | Elective (not specified) | 5 |
| 5. Semester | | |
| | Econometrics | 7 |
| | Money and Banking | 6 |
| | Research Methods for Economics and Business | 7 |
| | Growth and Sustainable Development | 5 |
| | Elective | 5 |
| | Advances Topics in Macroeconomics | 5 |
| | Advanced Topics in Financial Economics | 5 |
| | Machine Learning for Economics and Business | 5 |
| | Economy CO-OP | 10 |
| | Introduction to R | 5 |
| 6. Semester | | |
| | Applied Econometrics | 7 |
| | Public Finance an Policy | 7 |
| | Labor Economics | 7 |
| | Elective | 5 |
| | Elective | 4 |
| | Computational Social Science | 5 |
| | History of Economic Thought | 5 |
| | Game Theory | 5 |
| | Introduction to R | 5 |
| 7. Semester | | |
| | Independent Studies in Economics | 5 |
| | International Trade | 5 |
| | Summer Practice | 5 |
| | Electives: | 15 |
| | Advances Topics in Macroeconomics | 5 |
| | Advanced Topics in Financial Economics | 5 |

| | | |
|--------------------|---------------------------------------------|----|
| | Time Series Analysis | 5 |
| | Machine Learning for Economics and Business | 5 |
| | Economy CO-OP | 10 |
| | Introduction to R | 5 |
| 8. Semester | | |
| | Directed Readings and Research | 7 |
| | Demography and Population Studies | 6 |
| | Ethics in Social Sciences | 2 |
| | Electives: | 15 |
| | Computational Social Science | 5 |
| | History of Economic Thought | 5 |
| | Game Theory | 5 |
| | Introduction to R | 5 |

The compulsory and elective courses are reviewed at regular intervals through meetings in the department, with other departments in School of Economics, Administrative and Social Sciences, and with the dean. Recently, the courses Calculus, Operations Research, Linear Algebra, and Engineering Economics and Finance courses were introduced based on the feedbacks from the students.

Rationale for degree and programme name

Bachelor in Business Administration: The generic name Business Administration was chosen for the programme. This programme name stands for a traditional business administration degree programme with a minor specialisation on general management courses.

Bachelor in Economics: The generic name Economics was chosen for the programme. This programme name stands for a traditional economics programme with a minor specialization in business courses. Respective lectures are confirmed by Council of Higher Education.

Bachelor in International Logistics Management: The specific title of International Logistics Management reflects a combination of traditional courses in Business Administration and Economics combined with a specialization in the field of logistics. The name is also approved by the Council of Higher Education (CoHE) in Turkey.

Bachelor in International Trade and Finance: The programme offers a combination of courses in business and economics combined with a specialization in the respective fields of finance and trade. The name is also approved by the Council of Higher Education (CoHE) in Turkey.

Integration of theory and practice

Almost all courses are supplemented with practical lectures.

In the **Economics** programme, 15 % of the courses are applied practically. In the curriculum, compulsory courses such as Mathematics for Business I and Mathematics for Economics, Social Responsibility Project and Career Planning, Statistics for Social Sciences and Applied Statistics are taught practically. Moreover, the department also has practice hours in the elective courses pool such as the courses Calculus I, Volunteering Studies, Financial Management and such as non-field elective course like Popular Psychology. Additionally, “CO-OP in Business Administration” aims to make it possible for students to apply what they have learnt in a corporate environment.

In the **Business Administration** programme, 25 % of the courses are applied practically. Compulsory courses such as “Mathematics for Business”, “Applied Statistics”, “Quantitative Methods in Business” are taught practically along with theoretical knowledge. Moreover, there are also courses with practice hours in the elective courses pool such as “Volunteering Studies”, “R Programming for Data Science”. Additionally, “CO-OP in Business Administration” aims to make it possible for students to apply what they have learnt in a corporate environment.

In the **International Logistics Management** programme, 30 % of the courses are applied practically. In the curriculum, compulsory courses such as Mathematics for Business I and II, and Information Systems in Business are taught practically. Moreover, there are also practice hours in the elective courses pool such as the courses Volunteering Studies (non-field elective course) and Consumer Behavior (in-field elective course).

In the **International Trade and Finance** programme, besides the courses taught theoretically, several courses are supplemented with practical studies. Some of the quantitative courses are shared with other departments (i.e. Mathematics for Business I and II, Quantitative Methods for Business, Statistics I and II, R programming for Data Science). With regard to international trade and finance courses such as International Trade, International Finance and Export-Import Management, practical studies constitute half of the workload.

Furthermore, the **internship** for students is set to be mandatory in the programmes of the Faculty of Business Administration (Business Administration, International Logistics Management and International Trade and Finance). Students are required to do an internship of 20 business days in a public/private organization that meets the requirements set forth in this Directive so as to earn an undergraduate degree. The internship is conducted in the third year of the programmes. An internship coordinator is chosen for that academic year and the coordinator decides if the selected internship is suitable for the programme. Under auspices of this internship, students have the chance of familiarizing with specific industries, understanding the workplace cultures and having the overall work experience. At the end, students finalize their internship with a report/working paper. The faculty campus being located amidst several corporations greatly helps students and lecturers to communicate and operate the internship programmes effectively.

There is no internship programme in the department of Economics.

Interdisciplinary thinking

In addition to compulsory courses taken, students are incentivized to take elective courses to be provided with interdisciplinary thinking.

The curricula of all four programmes contain a number of courses that are assigned to other disciplines. For the programmes of the Faculty of Business Administration (**Business Administration, International Logistics Management and International Trade and Finance**), these are courses from quantitative areas such as mathematics, statistics, and computer science. The Economics area is represented throughout with several courses. Basic sociology and psychology are taught. In addition, history and language courses are represented. There is also an introduction to the field of ethics.

In the **Economics programme**, the fundamental aspects of business administration are taught in addition to the economic emphasis. Quantitative aspects are also represented here, as well as aspects of law, history, and ethics.

There are minor programmes and double major programmes offered to the students to improve interdisciplinarity at Altınbaş University. School of Business Administration and School of Economic and Administrative Sciences' students can apply to a minor or double major programme in all fields except medicine, health, law and engineering departments.

To apply for double major programme students have to be enrolled in associate degree programmes. They can apply to a double major at the beginning of their second semester at the earliest, and at the beginning of their third semester at the latest. Students shall meet the following requirements: have a minimum 3.00 (out of 4.00) GPA in their respective first major, have a minimum class ranking rate of 20 % in their respective first major programme.

Students can apply to minor programmes at the beginning of their third semester in their major programme at the earliest and at the beginning of their sixth semester in their major programme at the latest. Students who have successfully completed all their credits in their major programme (until the semester where they apply to a minor programme) shall be allowed to apply to a minor programme. In order to apply, a student must have a 2.50 GPA out of 4.00 in their major programme.

The Undergraduate Studies Committee has the discretion to confirm enrollment of the students.

Ethical Aspects

The courses of "Social Responsibility and Professional Ethics" and "Ethics in Social Sciences" are compulsory courses in the programmes of Economics, Business Administration and International Trade and Finance. They aim to provide a theoretical framework to the concept of ethics and to identify a broad overview of research ethics. In these courses, students identify the meaning of ethics, morality and value.

Apart from these courses, there are also "Business Communication and Negotiation Techniques I", "Volunteering Studies" and "Auditing" courses in which the concept of ethics is covered as part of the course. These courses are also implemented within the International Logistics Management programme.

The course of "Ethics in Social Sciences" provides a theoretical framework to the concept of ethics and a broad overview of research ethics. Many ethical issues including philosophical approaches to the concept of ethics, ethical problems in academic writings and particular practical and/or theoretical issues are discussed during the lecture. The goal is to introduce students to ethics theory, ethics and academic writings, ethics and politics, ethics and public administration, ethical foreign policy and diplomacy, ethics and sociology, and ethics in research.

All the students are expected to acknowledge the Honour Code Pledge governing all students' activity and work that contribute to their GPA, including projects, assignments, mid-term examinations, final examinations, and make-up examinations. The pledge will confirm that students have fully understood the University's rules about plagiarism and cheating. The University reserves the right to use software applications, such as Turnitin, to screen submitted work for matches either to electronic sources or to other submitted work.

There are also standards of behavior in place: Students are expected to act as responsible members of the University's community. Rules on ethical behavior also reach out to the standard of academic research and writing.

Methods and scientific practice

After English preparatory year, many courses are provided by English department aiming to develop the students' reading, writing, speaking and critical thinking skills in an academic context and to assist them in applying these skills in their departmental studies. In these courses, students will read different article types by identifying and analyzing arguments using critical reading strategies, develop a focused reaction essay and give presentations on academic topics.

The course *Research Methods for Business and Economics* is compulsory for students in all four programmes to help them to grasp the basic principles and methods of academic research and writing in business and economics through application. Students read and analyze academic texts, academic articles by attending the classes. Students are enabled to apply the methodological competences in social sciences with the basic principles of academic research, such as research question, hypothesis formation, method selection, presentation of findings by using qualitative and quantitative research methods.

In the programme of Economics the course "*Directed readings and Research*" is a compulsory course in the last semester. Here students have to write a comprehensive assignment, such proving their analytical skills and their knowledge to apply the standards of academic writing.

Examination and final thesis

In the department of Business Administration and International Logistics Management, exams such as

- exams,
- home works,
- project assignments,
- quizzes,
- group projects,
- midterm exams

and final exams are used as assessment forms. Except for the projects or practice-based courses, at least one midterm, final and make-up exam take place in each course. These exams can be written, oral (presentation), both written and oral and/or applied. Success evaluation of a course is calculated by taking the weighted ratios of midterm exams, mid-term studies like projects and presentations and final exam grades on the success grade. The weights of the evaluation method and the studies within the scope of the lesson plan on the final success grade is specified in the course syllabus and announced to the students at the beginning of the academic semester by the course instructor.

Grade points are in the range 0 to 100 and converted to grade points in the 0 to 4 scale and letter grades. Successful letter grades are AA, BA, BB, CB, CC, DC, DD and S. In order to graduate, the GPA of the student must be at least 2.00.

For **Economics**, the evaluation of courses includes midterm exam and final exam. According to requirement of courses homework, project and similar study evaluations can be added to evaluation criteria or accepted as a midterm. The final performance and grade is defined as at least 50 % of final grade and other evaluations criteria which are designed by lecturer. Rather than final and midterm exams, students are required to prepare project report to pass the courses.

In the **International Trade and Finance** programme, exams are consisting of mid-term exams, performance, projects, homework, graduation project and portfolio, make-up exam (if applicable), final exam, foreign language proficiency exam and additional exams for graduation. Except for the projects or practice-based courses, at least one mid-term, final and make-up exam takes place in each course. These exams can be written, oral (presentation), both written and oral and/or applied.

All these methods are designated with respect to the purpose of the programme outcomes. The aim of the diverse evaluation is creating a level of multi-directional training for the students. Technical details about the examination and grading are specified in Altınbaş University guidelines. The effect rate of mid-term and semester studies on the success grade is 60 %, and the effect rate of the final exam on the success grade is 40 %. The semester-end success grade of applied courses such as laboratory, workshop, project, design, and graduation project that do not require mid-term and/or final exam due to their nature is given as the final letter grade, considering the student's work during the semester. The grades can be an aggregation of concerned evaluation methods.

International Trade and Finance students must also prepare a “capstone project” to finish the programme. It stands as a mandatory course in the curriculum and aims for an overall brief repetition, summarizing and creating an integral understanding of the overall programme.

There is no graduation thesis in the bachelor programmes.

Appraisal:

The curricula adequately reflect the qualification objectives of the study programmes. The contents of the courses are well-balanced, logically connected and oriented towards the intended learning outcomes. The areas of specialisation (compulsory electives) or optional electives enable students to acquire additional competences and skills. The study programmes are reviewed at regular intervals and the courses/module contents are adapted to new requirements or also on the basis of suggestions from the students.

The degree and programme names of all four programmes correspond to the contents of the curriculum and the programme objectives.

Theoretical questions are, where possible, explained by means of practical examples. In a number of courses there is evidence that theoretical teaching is linked to practical experience. The CO-OP programme, in which an additional prolongation of the internships can be credited by reducing the number of electives by 10 ECTS credits, is particularly noteworthy here.

There is evidence that the programme qualifies for interdisciplinary thinking. Although there are no courses that explicitly integrate the aspects from different disciplines into one course, there are a number of courses of adjoining disciplines offered, namely from quantitative, sciences, law, sociology, psychology and history/politics.

The principles of ethical behaviour and work at the University are mandatory for all students. Ethical implications are appropriately communicated. There is a compulsory course in ethics in each of the programmes Business Administration, Economics, International Trade and Finance, and ethical aspects are also discussed in other courses. In the "Volunteering Studies", students are encouraged to become socially involved in society. There is, however, no respective course about Ethics in the Programme of International Logistics Management. Therefore, the panel **recommends** integrating a course with the content of ethical theories and behaviour into the programme.

Through special courses the students acquire methodological competences and scientific skills. However, the panel missed the application of these competencies (apart from the programme in **Economics**). The students are not requested to prove their knowledge and skills regarding scientific work and academic standards through an examination form. According to the National Qualifications Framework for Higher Education in Turkey (NQF-HETR) writing of a thesis is not mandatory for Bachelor programmes. However, there has to be evidence that students are enabled to apply and to work according to academic standards (see condition in chapter 3.1.7). Therefore, the panel recommends the following **condition** for the programmes *Business Administration*, *International Logistics Management* and *International Trade and Finance*:

The University ensures that all students are enabled to apply methodological competences and scientific skills by introducing corresponding examination forms.

The panel **recommends** introducing a project/academic paper into the curriculum where students need to demonstrate scientific research skills and methodological competencies (for example a paper of at least 15 to 20 pages).

In addition, the panel **recommends** for the programmes *Business Administration*, *International Logistics* and *International Trade and Finance* to introduce standards of academic writing in early phases of the study and assure that students can apply them.

All exams, as they are defined for the exam regulation and the curricula, are suited in format and content to ascertain the intended learning outcomes. The requirements are in accordance with the desired qualification level. The exams are characterised by a wide variety of test formats.

| | 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) | | E | condition BA, ILM, ITR | |
| 3.1.7* | Examination and final thesis (Asterisk Criterion) | | X | | |

3.2 Structure

| | |
|--------------------------------------------------------------|-----------------------------|
| Projected study time | Four years, eight semesters |
| Number of Credit Points (CP) | 240 ECTS credits |
| Workload per CP | 30 hours per ECTS credit |
| Number of courses | 45 courses |
| Time required for processing the final thesis and awarded CP | - |
| Number of contact hours | 3 hours per week per course |

The curriculum consists of 240 ECTS credits. The workload is divided among the semesters between 29-31 ECTS credits per semester. The calculation of ECTS credits involves class hours, midterm and final exams depending on the course requirements as well as independent studies and self-studying. There are fourteen weeks of classes in total including one week for midterm exams. Final exams are usually conducted after the fourteen weeks of classes. All information regarding the curricula along with their coherence with ECTS credits are available online.

Modular structure of the study programme

There are detailed module descriptions available for all courses.

Within the scope of national and international student exchange programmes or special student exchanges, the grades and ECTS credits of courses taken at another higher education institution at the same level can be recognized. This procedure shall be carried out in accordance with the provisions of the Regulation on the Transfer between Associate and Undergraduate Degree Programmes in Higher Education Institutions, and the Regulation on Double Major, Minor and Inter-Institutional Credit Transfer published in Turkish Official Gazette No. 27561 of 24/4/2010, as well as the rules determined by the University Senate.

Study and exam regulations are determined regarding the principals and values of Altınbaş University and the guidelines of the Council of Higher Education (CoHE). The time schedules and academic calendar are announced before the semester begins. All of the information about study and exam, and the official regulations can be found on the Altınbaş University website.

Study and exam regulations

Study and Exam regulations are regulated in detail in the document Altınbaş University Regulations on Associate Undergraduate Degree Education and Assessment. This comprises the following sections:

Part I: Purpose, Scope, Legal Basis and Definitions

Part II: Principles Governing Quota, Registration and Admission Procedures

Part III: Academic Rules and Regulations.

This section deals in detail with:

- Academic year,
- Language of instruction,
- Duration of studies,
- Tuition fees and scholarships,
- Foreign language proficiency and compulsory foreign language preparation programme,
- Scope of education,
- course credits and teaching plans,
- course exemptions,
- Re-registration, course enrolment and course load
- Academic advising
- Course attendance policy

Part IV: Examination, Assessment principles and Grades

The following are dealt with in detail:

- Examinations,
- Examination results and appeal,
- Student assessment and Grades,
- Grade point Average,
- Course repeat,
- Supplementary exams for graduation,
- Graduation and Graduation GPA,
- Degree Certificate, Diploma and Diploma Supplement.
- Interruption of study/leave of Absence, Withdrawal of studies, Student Discipline

Part V: Miscellaneous

Study and exam regulations are determined regarding the principals and values of Altınbaş University and the guidelines of the Council of Higher Education (CoHE). The time schedules and academic calendar are announced before the semester begins. All of the information about study and exam, and the official regulations can be found on the Altınbaş University website. The regulations for the internship and the graduation project are also found within the same subpage.

Feasibility of study workload

According to the workload table, students spend 42 hours for the lecture (14 weeks x 3 hours per week). For reading, the time spent is 18 hours for the whole semester. Students spend 100 hours for midterm and final exam preparation.

| ECTS ALLOCATED BASED ON STUDENT WORKLOAD BY THE COURSE DESCRIPTION | | | |
|--------------------------------------------------------------------|----------|-----------------|-----------------------|
| Activities | Quantity | Duration (Hour) | Total Workload (Hour) |
| Lecture | 14 | 3 | 42 |
| Reading | 9 | 2 | 18 |
| Assignment | 2 | 10 | 20 |
| Midterm | 1 | 40 | 40 |
| Final | 1 | 60 | 60 |
| Total Work Load | | | 180 |
| Total Work Load / 30 (h) | | | 6 |
| ECTS Credit of the Course | | | 6 |

Equality of opportunity

Altınbaş University Disabled Students Support Unit was established to identify academic, administrative, physical, psychological and social needs of disabled students who have been accepted to Altınbaş University and provide them with a supporting environment to meet their special needs. In addition, Braille lettering will be added for visually handicapped students.

Equality of opportunity in terms of gender is guaranteed since the placements are made according to the national exam made by OSYM. There is the Altınbaş University Directive on Gender Equality in place. This is to guarantee that the principle of gender equality becomes a matter of course. To this end, a Gender Equality Committee was set up to monitor the implementation of the rules.

Appraisal:

The programme structure supports the implementation of the curriculum and helps students to reach the defined learning outcomes. The programme consists of courses and assigns Credit Points per module/course on the basis of the necessary student workload. The course descriptions provide detailed descriptions of intended learning outcomes and the information defined in the ECTS Users' Guide.

Study and exam regulations are comprehensive and legally binding. All necessary rules and procedures are taken into account; national requirements are integrated. The study programme is designed so that students can study for a certain time at other universities or do internships without any extension of their overall study time. The recognition of degrees and periods of study at other HEIs is regulated in accordance with the Lisbon Recognition Convention; the recognition of periods of practical work is also clearly defined. The final grade is supplied with an ECTS grading table.

The curriculum design ensures the feasibility of the study programme's workload. The workload was measured by surveys and is plausible. The numbers and frequency of examinations are feasible. Appropriate support services as well as academic and general student counselling is granted.

The Altınbaş University ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal standards/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) | | X | | |
| 3.2.3* | Feasibility of study workload (Asterisk Criterion) | | X | | |
| 3.2.4 | Equality of opportunity | | X | | |

3.3 Didactical concept

The lecturers in the four programmes use a blend of learning methods including question-answer, brainstorming, case study, and team work. The students also review international case studies so that they can build transfer knowledge.

The didactic function is expressed in providing students with knowledge, skills and abilities they need in their research activity and future academic career. All the courses of the programme are related to each other and arranged in a way that the students receive basic methodology knowledge at first, and then specialised (professional) competencies. Every course incorporated into the programme contributes to the development of this knowledge and skills through its subject-specific didactic concept.

Obligatory content which must be published before the beginning of the course includes the detailed syllabus of courses including information like those about required and recommended readings, details of assignments and examinations, ethical and academic integrity rules.

The selection and kind of the didactic materials is done by the respective lecturer. All materials are made available to the students on Moodle. They include, for instance, independent work with the course materials, lectures, business games, and case studies.

The courses are prepared considering the course objective and learning outcomes. For instance, in the course of Leadership and Team Dynamics, the learning outcomes emphasize leadership and management, the theories of leadership, and impact of the external factors on the leaders. Similarly, the course courses, i.e., leadership theories, team characteristics, and team building, reflect the same.

Students who complete six semesters can apply for the CO-OP programme. CO-OP (Cooperative Education) programme is a model combining education with business practice through the cooperation between University and business world. The objective of the CO-OP programme is to combine the knowledge gathered at the University with practice from the business world and develop graduates on both theoretical as well as practical levels.

Problem-Based Learning (PBL) offers students a different way of learning at Altınbaş University than traditional University education. Students work in small tutorial groups, engage in hands-on training and attend (far) fewer lectures. Under the supervision of a tutor, students team up with several students to tackle real-life challenges. PBL is an active way of learning that gives students better retention of knowledge, enhances their motivation, and encourages them to develop skills that are essential for the labor market in the 21st century.

The course materials adopted for each course are stated at the beginning of the lectures in the syllabus. The materials, such as textbooks, case studies and essays are internationally recognized and appropriate for global contemporary topics. These materials are supplemented with practical studies and practice lectures/recitations.

Altınbaş University School of Business Administration encourages faculty members to invite guest lecturers to their classes and seminars. Altınbaş University is aware of the importance of guest lecturers, especially from the industry, in order to give students a better understanding of the application of theory to practice. Guest lecturers from the industry and other universities are regularly invited, their contribution forms an integral part of the study programme's didactical concept. Lecturers come from diverse industries to share their sectoral experiences. The student clubs of the faculty are also active in inviting guest lecturers. The clubs also arrange on-the-job trips to real-life working atmosphere.

Guest lecturers are mostly invited based on their expertise on the specific subject of the concerned week on the syllabus.

Examples for guest lecturers giving a presentation in different courses during the last semester in the Faculty of Business Administration: Scientific guest lectures in Social Responsibility and Professional Ethics, Exploring Ethical Theories which include philosophical background of ethics. Furthermore; there were visits from experts of different industries (Maersk, Hayez Lemmerz International, SDG Impact Accelerator, ThinkNeuro) and Finance.

Problem-Based Learning (PBL) offers students a different way of learning at Altınbaş University than traditional University education. Students work in small tutorial groups, engage in hands-on training and attend (far) fewer lectures. Under the supervision of a tutor, students team up with several students to tackle real-life challenges. PBL is an active way of learning that gives students better retention of knowledge, enhances their motivation, and encourages them to develop skills that are essential for the labor market in the 21st century.

Appraisal:

The didactical concept of the study programme is described and plausible. It is oriented towards the programme objectives. It allows for the application of different teaching and learning methods. Case studies or practical projects are integrated into some of the courses.

The didactical methods are systematically derived from the study programme objectives and are oriented towards the intended learning outcomes of each module.

The accompanying course materials are oriented towards the intended learning outcomes and correspond to the required qualification level. They are up to date and digitally accessible for the students.

The panel was generally able to make a basic assessment of proper teaching delivery based on the teaching materials available, but it would have been desirable if the University had provided more comprehensive materials. Therefore, the panel **recommends** the University for the re-accreditation to ensure that current course materials are provided and communicated for the purpose of the accreditation process early and comprehensively.

Several guest lecturers were invited and contributed to the students' qualification process with their special experience, either from professional practice or scientific work.

Lecturing tutors support the students in the learning process and help them develop competences and skills.

| | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|------------------------------------------------------------------------------|-------------|------------------------------|----------------------------|------------------------------------|------|
| 3.3 Didactical concept | | | | | |
| 3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion) | | | X | | |
| 3.3.2* Course materials (Asterisk Criterion) | | | X | | |
| 3.3.3 Guest lecturers | | | X | | |
| 3.3.4 Lecturing tutors | | | X | | |

3.4 Internationality

The programmes are entirely taught in English language. The curriculum, as specified in the objectives, emphasizes courses with an international focus and content. These courses aim to provide students with the necessary skills to handle international tasks contributing to the students' employability. The programmes aim to prepare students to effectively work within the international business environment. In total, there are 573 students out of 873 from different countries studying at the departments of business administration, international logistic management, international trade and economic programmes. These students represent a wide range of countries of origin.

Courses and course materials offer international business topics related to the specific study field. The content of courses is also supported by problem and case sessions, especially designed to discuss related management topics in an international context.

In the **Faculty of Business Administration** courses, global company case studies and simulations are provided to the students to increase their awareness and current competencies towards the practice/business world. For example, in the NGO Management course a global perspective followed by the regional and national levels is offered. This course opens with the sustainable development goals (SDGs) that give students a global view of the development sector. Moreover, identifying problems for their NGO development also allows them to adopt and replicate the social business models.

In the department of **International Logistics Management** courses, global company case studies, specific problems, simulations of alternatives for creating solutions are given to the students in order to increase their awareness and current competencies towards the practice / business world. For example the Global Supply Chain Management Strategies starts with theoretical knowledge about supply chain management and supply chain management strategies.

The **International Trade and Finance** programme covers international content. The curriculum, course materials and course syllabus offer contemporary context. The case studies are based on international business world. The course of International Marketing covers topics such as transition from export to international marketing, international market research, development of suitable product for exports, international marketing strategies, strategic focus, expansion alternatives to foreign markets and positioning, transition from strategy to organization, export insurance transactions, banking transactions, promotion, new markets, country practices.

The course of International Financial Markets and Institutions covers topics such as international and commercial banking, central banking and investment companies, investment funds, capital markets, primary and secondary markets, derivatives, local and international financial institutions.

Economics is designed to give students the skills of interpreting and making use of the existing theories and concepts in the field of Economics including International Trade and International Finance. Students are trained to be able to evaluate world economy, to outline the major global actors, conditions, and dynamics in the globalized world. Furthermore, there are specific courses aiming especially international and intercultural aspect such as International Finance, Management of Multinational Corporations, and International Trade. The students can select elective courses of Management of Multinational Corporations or EU and Good Governance contains intercultural aspects, and the students can learn good governance structure in international content.

In the table below, the composition of the students studying in the departments of Business Administration, International Trade, International Logistics and Economics is presented by departments.

| Continent | Economics | Business Administration | International Logistics Management | International Trade and Finance | Total |
|----------------------------------|------------------|--------------------------------|-------------------------------------------|----------------------------------------|--------------|
| Africa | 62 | 149 | 25 | 60 | 296 |
| Asia | 30 | 163 | 12 | 58 | 263 |
| Asia, Europe (Turkey and Russia) | 70 | 62 | 76 | 93 | 301 |
| Europe | 1 | 2 | 1 | 1 | 5 |
| South America | | 2 | | | 2 |
| North and Middle America | | 4 | 1 | | 5 |
| Total | 163 | 382 | 115 | 212 | 872 |
| Rate | 19% | 44% | 13% | 24% | |

In the Faculty of Business Administration and department of Economics, there are international student clubs formed on their own in line with the interests and demands of the students. These clubs both prepare the students for business life and enrich their social and cultural development.

Most of the academic staff has international experience in academic institutions. There are lecturers who have international experiences and memberships in international organizations in the Faculty of Business Administration. Several members of the faculty received their master degrees/PhD degrees from universities in Britain, USA or France (at least eight). Others are involved in academic projects in conjunction with European universities (at least three).

All courses in the four programmes are taught in English. In addition to the main education language, with elective courses students have opportunity to learn other languages such as German and French as well. Moreover, the University also provides German and Arabic speaking clubs which are free of charge and targeted all administrative, academic staff and students to improve their speaking skills.

Appraisal:

International contents are an integrated part of the curriculum. Students are thus prepared for the challenges in an international working environment.

There is no evidence that intercultural content has been integrated into the curricula of the programmes. With regard to the international composition of students, the panel **recommends** to ensure that intercultural aspects are integrated either into the course syllabi of some of the courses (e.g. Leadership, Multinational companies) or to introduce this subject as an entire course.

The very international composition of the student body corresponds to the programme concept. The measures taken to promote internationality are goal-oriented.

The faculty is made up of teachers who can demonstrate an international connection. This includes, among other things, the acquisition of Bachelor's or Master's degrees abroad, a PhD from a foreign university or joint research work with other, mostly European, universities. With one or two exceptions, however, the majority of the faculty is of Turkish nationality. To foster the internationalization of the University the panel **recommends** enhancing the proportion of courses taught by international faculty.

Lectures and course materials in foreign languages predominate. Internationality is clearly a key element of the study programme's profile.

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

3.5 Multidisciplinary competences and skills

Together with offering relevant area-oriented skills, courses of each programme also pay attention to the social and personal development of students. Different programmes provide different courses, with the purpose of life-long learning and self-improvement, such as;

- Cross-Cultural Issues in Consumer Behavior
- Consumer Behavior
- Entrepreneurship
- Social Entrepreneurship

- Leadership and Team Dynamics
- Social Responsibility and Professional Ethics
- International Sales and Negotiations
- Business Communication and Negotiation Techniques

In all the four programmes there are several courses which aim to develop students' communication, leading and critical thinking skills in addition to the goal to raise awareness of the complexity of interpersonal relations and organizational life.

In the **Business Administration** department, the course of Leadership and Team Dynamics concerned the individuals and their collective effort to achieve the common goals.

In the **International Trade and Finance** department, with real case studies discussed in the class and group discussions, individual presentations, and teamwork, it is aimed that students better understand group dynamics, increase their communication competencies and analytical thinking, and increase their effectiveness.

In the **International Logistics Management** curriculum, there are courses which aim to develop students' communication, leading and critical thinking skills in addition to the goal to raise awareness of the complexity of interpersonal relations and organizational life. For instance, among compulsory courses, Elective course Leadership and Team Dynamics aims to inform students about leadership and team dynamics, and to increase their awareness on effective leadership and team skills. Moreover, since Logistics Management is affiliated with Business School, there are opportunities for students such as taking courses from other departments of the faculty to improve their leading, critical thinking and communication skills.

In the **Economics** department, there are elective courses that provide multidisciplinary competences and skills such as Leadership and Team Dynamics.

Appraisal:

The students acquire communication skills as well as cooperation and conflict handling skills in accordance with the module descriptions. The acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured.

| | | 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

All four programmes at Istanbul Altınbaş University aim to educate innovative and entrepreneurial graduates who possess the necessary knowledge and communication skills to make a difference in their fields. Students at the related programmes at Istanbul Altınbaş University take a wide range of elective courses throughout their education as well as participate in conferences and seminars,

where they find the opportunity to meet the leading academics and professionals in their field and learn from their experiences.

As an example, the ‘Entrepreneurship’ course helps to give insight into entrepreneurship both in a local and global context. The internship together with the graduation project also aims to prepare students for the business world before graduation. Thereby, Altınbaş University aims to equip their graduates with the following competencies:

- Explains the technical, legal and organizational preparation required for establishing a business.
- Develops a business plan and make recommendations for implementing that plan.
- Defines and explains the relationships among innovation, new business development and business strategy and transfers it to the business.
- Defines and explains the managerial challenges and opportunities for family businesses.
- Recommends creative alternatives to problems and challenges encountered in new business ventures and family businesses.

Appraisal:

Although Altınbaş University promotes employability through the integration of theory and practice and through promoting multidisciplinary competences and skills, statistics of employability show that a substantial percentage of graduates that reports to be unemployed after graduation. From interviews with the international students the panel came to the conclusion that one reason for limited job offers resulted in their inadequate mastering of the Turkish language. Therefore, the panel **recommends** ensuring that Turkish language skills for international students are improved.

In addition, the University must track the reasons for such a high unemployment rate within its quality management system and develop corresponding solutions. This should include the consideration of evaluation results and the analysis on student workload, success rate, and graduate employment as well as the profile of the student population (see condition in chapter 5).

| | | 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

Structure and quantity of faculty in relation to curricular requirements

As presented on the organization chart; Business Administration, International Logistics Management and International Trade and Finance Management are affiliated to the Faculty of Management, while the Department of Economics is affiliated to the Faculty of Economics, Administrative and Social Sciences.

The departments generally consist of full-time faculty members. However, in case of need, part-time faculty members are also hired by making an agreement with private sector representatives as well as other universities. While full-time faculty members are expected to support the development of curricula and programmes outside of teaching activities; part-time faculty members are expected to transfer practical applications. Head of the departments are responsible about the day to day running of the department. The head of department arranges meetings with the teaching staff at regular intervals to solve any problems by contacting the Dean. The Dean has the overall responsibility of all the strategic decisions concerning all the departments of the faculty.

The Faculty of Management involved in the programmes at hand consists of 19 full-time lecturers (three of them are Professors, one of them is Associate Professor, nine of them are PhD holders, three of them with a PhD in progress and three of them Master degree students). Furthermore, there are eight full-time lecturers in Economics department (two of them are Professors, two of them are Associate Professors, two of them are PhD holders, two are Master-degree students). Teachers of the programmes continue their studies in all related fields, from marketing to production/operation management, from finance to accounting, from management to numerical methods, in accordance with the curricula of the programmes. About 70 % of the programme's full-time staff have PHD degrees. The rest is in the process of completing their doctorate education.

The criteria in staff recruitment and employing in Türkiye demand correspondent academic degrees, additional criteria such as publications in various fields as well as experiences in giving lectures.

Moreover, with the latest regulation of the Ministry of Education, it is obligatory to get a minimum of 80 points out of 100 from the National Foreign Language Exam (YDS-YÖKDİL) or from the equivalent exams such as TOEFL-IELTS in order to work in departments where education is given in English.

The faculty of the programmes is evaluated by the students. Besides academic performance that is promoted by the performance management system, the academic staff can attend free training programmes for pedagogical approaches introduced by the leading schools.

Collaborations are also made with public institutions. At the same time, the Scientific Research and Projects Department of the University provides various supports to professors for their projects. There are also organizations where professors are managing partners and carry out their work and research. Examples of these are Thinkneuro, Turkey's leading neuromarketing research center, and WeQ Consulting, which is consultant of organizations such as UNDP and Turkish Informatics Foundation (TBV).

Some of the lecturers have various work experiences such as management in the private and public sector. Especially, The Scientific and Technological Research Council of Turkey (TUBITAK) is the leading agency for management, funding and conduct of research in Turkey. TUBITAK is a state-affiliated institution and requests various projects by determining priorities in the private sector and academic field. Faculty teachers also may take part in various TUBITAK projects as executives or members according to their fields. Many of the lecturers are involved in projects with companies in the private sector. In addition, some of them provide consultancy to some private companies in related fields.

In addition, the Altınbaş University also employs associate lecturers who work full-time in the field and contribute their practical expertise. These include, for example, A.P. Moeller and Papillon Istanbul Advertising Agency, Burger King, Colgate Palmolive.

There are two formal meetings in the Faculty of Business Administration; Faculty Board and Faculty Administrative Board. In the Faculty Board, faculty members gather and evaluate the syllabus, curriculum and petitions from students. In the Faculty Administrative Board, the issues between the faculty and the University's rectorate and other administrative authorities are handled. These two meetings are held at regular intervals. The dean, vice dean and department heads hold meetings off the record almost every few days. The topics discussed here are conveyed to the other members by the department heads. In addition, meetings are held at regular intervals on a departmental basis.

Altınbaş University assigns an academic advisor to each student. Academic advisors support students in subjects such as course selection and career planning. Apart from their academic advisors, students can easily reach all members and assistant lecturers in the faculty when they need it, because their rooms are open-door even outside of office hours. At the same time, they can be easily reached by desk phones and e-mail. During the distance education in the covid-19 pandemic, these meetings were held online at certain intervals.

Different support is given to students at different levels; for example, first year students receive support from teachers and programme management, while senior students receive assistance with graduation and career planning. In addition, internship opportunities are provided within the scope of the CO-OP programme in the companies Altınbaş University has contracted with. While supporting the career planning after graduation with MEKAMER (Professional Development & Career Planning Application and Research Center), students who want to work as the state staff are also supported with the training courses.

Appraisal:

The structure and number of the faculty correspond to the programme requirements (with the exceptions of Logistics department) and ensure that the students reach the intended qualification objectives. The faculty's composition, consisting of full-time and part-time (visiting) lecturers, guarantees that both the academic standards and the requirements of professional practice are satisfied.

Due to several changes that took place recently in the faculty in the area of logistics, the faculty of the department currently consists of only one person. Although the panel does not consider the

proper and versatile performance of teaching in Logistics to be jeopardized due to the use of external experienced part-time lecturers, all administrative and curricular tasks in this area are depending on one person in addition to teaching. The panel therefore **recommends** the University to ensure that the number of faculty is increased substantially in the near future so that the programme can be delivered in accordance with the standards.

The academic qualification of the faculty corresponds to the requirements and objectives of the study programme. There are national requirements in place that the Altınbaş University has to comply with and to verify. Qualifications of prospective faculty members are evaluated. During the online conference the faculty members confirmed that that specific measures for the further qualification of the faculty members are implemented. The pedagogical and didactical qualification of the faculty correspond to the requirements and objectives of the study programme. The Altınbaş University verifies the qualifications of the faculty members by means of an established procedure. There is evidence for further qualification of the faculty members as several took part in training programmes.

The practical business experience of the faculty corresponds to the requirements of the programmes to integrate theory and practice. Evidence is shown in the CVs.

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

There is evidence that student support is an integral part of the services provided by the faculty. It is offered on a regular basis and serves to help students study successfully.

| | | 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 | | |

4.2 Programme management

The management of the programmes is the responsibility of the respective Head of Department.

His/her functions and tasks are detailed as follows:

- to chair department boards,
- to report the needs of the department in a written way to the Head of the School of Business Administration/Economics,

- to ensure that all kinds of correspondence between the Head of the School of Business Administration/Economics and Department are carried out,
- to ensure that the course distribution of the department is balanced equally among the instructors,
- to ensure that the department maintains regular education and the training,
- to ensure that additional courses and exam fee schedules are prepared in a timely and accurate manner,
- to determine the problems related to education and training of the department and to forward it to Head of the School of Business Administration/Economics,
- to carry out evaluation and quality improvement studies of the department and submit reports to Head of the School of Business Administration/Economics,
- to try to form a communication environment between the academic staff of the department for the purpose of realizing education and scientific research efficiently and effectively,
- to ensure that regular course registrations are made at the beginning of each semester,
- to deal with the educational problems of the students,
- to ensure that student - teaching staff relations in the department are carried out in a regular and respectful manner in line with the aims of education and training,
- to conduct meetings of the consultants so that course registrations can be made in a regular way,
- to ensure that teaching and examination regulations of the Associate Degree are implemented in accordance with the spirit of the directives,
- to ensure that instructors do their classes on a regular basis,
- to ensure the planning and execution of Erasmus programmes,
- to do other tasks given by the Head of the School of Business Administration.

All students are free to address the Dean to be guided in any academic issues they may be facing. Students can reach teachers and research assistants via e-mail and desk phone. They also have the opportunity to meet face to face outside of office hours. In addition, there are an international office, student affairs, financial affairs, Erasmus coordinator and CO-OP coordinator that students can reach for various problems. There is a mentor teacher in each department for foreign students.

Each student has an academic advisor. If students want to discuss a subject related to a course they have taken, they can first meet with the instructor of the course. However, in other cases, the student first meets with his/her academic advisor. Weekly office hours are quite high (six hours), but lecturers also meet with their students outside of office hours. In addition, both lecturers and students can apply to the faculty by petition. The petitions received are answered by the faculty administrative board, which is held at regular intervals. The courses offered and their numbers of registration are reported to the Student Affairs Committee before each semester. Student affairs assign the courses to the classes in line with these demands. In addition, when there is a need related to a course such as membership to a database or technical equipment, lecturers can enter a request into the budget which is prepared at the beginning of the year. For the exams, classes are given according to the lecturers' request and the seating arrangement is made. A research assistant is appointed to invigilate each class. Necessary trainings are provided for teachers and administrative staff. These are, for example, training of the trainer, distance education and foreign language courses for faculty secretaries.

Appraisal:

The head of departments coordinate the activities of everyone involved in the programmes and ensures that the programmes run smoothly. However, there is no evidence that responsible programme directors are appointed for each of the programmes and striving to push it towards success. The panel considers this form of “ownership” as vital for the success of individual programmes as it gives them the attention and dedication that a Head of Department cannot give as he/she has to fulfil a wide variety of tasks. This programme director might be given responsibilities from selection of applicants to graduation of students, such owning the responsibility of all phases of the programme. Therefore, the panel **recommends** appointing senior responsible persons for each study programme who pursue the specific goals of the programme and links it to the University’s targets.

There is evidence that faculty members and students are supported by the administration in the organisation of the study programmes. There is proof that sufficient administrative staff is available. Decision-making processes and responsibilities are clearly defined. Teachers and students are included in the decision-making processes where their areas of work are involved. One-to-one-counselling is applied and used regularly. There is a Student Affairs Committee that can be approached.

Altınbaş University offers the administrative staff opportunities for continuous professional development.

| | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--------|--------------------------------------------------------------------------|------------------------------|----------------------------|------------------------------------|------|
| 4.2 | Programme management | | | | |
| 4.2.1* | Programme Director (Asterisk Criterion) | | X | | |
| 4.2.2 | Process organisation and administrative support for students and faculty | | X | | |

4.3 Cooperation and partnerships

The partner universities that the University has agreements with are divided into two main categories as "Erasmus" and "International Bilateral Agreements". Within the scope of Erasmus learning mobility and staff teaching mobility, only partner universities abroad with which the universities have a contract can be visited. There are many universities in European countries such as Germany, Bulgaria, Croatia, Italy, Lithuania, Macedonia, Portugal, Romania, Poland, Slovakia, Spain, Latvia, Greece, Portugal, Slovenia, Norway, Austria, Lithuania and Iceland.

Moreover, there are partnership agreements with universities in North and South America, South Africa, Morocco, Bosnia-Herzegovina, Jordan, Pakistan and Kosovo. In addition, internships can be done abroad with the Erasmus internship opportunity within the scope of bilaterally contracted universities. International Bilateral Agreements are made by the Foreign Relations Coordinator of Altınbaş University and it is their responsibility to implement exchange activities.

Altınbaş University tries to increase the numbers of outgoings and incomings. There are info sessions, country sessions as well as international fairs. The current number of Incomings is 500 students, outgoings are at 200.

“Cooperative Education Programme” is an integrated education model that brings the University and the business world together. CO-OP has been successfully implemented by Altınbaş University since 2014, aims to experience the knowledge given at the University with the professionals of business life. There are nearly 200 contracted companies in total, including many sectors that continue to increase each term. The companies in the programme have a wide network such as construction, textile, energy, education, e-commerce, FMCG, logistics, finance, insurance and investment. There is also an agreement with Altınbaş Holding, owned by Altınbaş University. The holding of the foundation includes businesses in the sectors of energy, investment, logistics and jewelry companies.

Students have the opportunity to extend their internships during the following semesters and are waived two electives instead.

Appraisal:

There is evidence that there are many cooperations within the ERASMUS network in place. The scope and nature of cooperation with Altınbaş University, other academic institutions and networks relevant for the programme are plausibly presented. The agreements forming the basis of the cooperation are partly documented. In accordance with the Lisbon Convention, the panel **recommends** that the University ensures that students are also allowed to choose universities abroad as free movers and that the credits earned there are acknowledged in the same way.

The scope and nature of cooperation with business enterprises and other institutions relevant to the programme are plausibly presented. The agreements forming the basis of the cooperation are documented. The cooperation is actively pursued and has a clear impact on the conception and implementation of the study programme. All such activities contribute to the development of the students’ qualification and skills.

| | | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------|----------------------------|------------------------------------|------|
| 4.3 | Cooperation and partnerships | | | | | |
| 4.3.1(*) | Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes) | | | X | | |
| 4.3.2(*) | Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes) | | | X | | |

4.4 Facilities and equipment

The facilities are accessible 7/24 to the students and lecturers upon their request to work at specific hours. There are six laboratories in Gayrettepe Campus where School of Business and School of Economics, Administrative & Social Sciences are located. Qualified equipment such as iMac and HP computers and various kinds of software are provided. There are a total of 54 iMac and 74 HP Z240 computers available for use in the laboratories.

There are three different free wifi networks open to the access of University staff and students. For distance learning, students can write to uzem@altinbas.edu.tr anytime for technical problems and are responded back soon.

The libraries of Altınbaş University cover a total area of more than 3,000 square meters. The library in Gayrettepe campus is 876 square meters. It has 247 desks and 23 computers and is open between 8.30am - 17.30pm. There are seventy thousand books in the libraries, written in Turkish and various foreign languages. There are 22 databases subscribed to, including databases such as Cambridge University Press Journals and Sage Journals Online.

There are also plagiarism detection software such as Turnitin, iThenticate and intihal.net. The publications (books, articles) that are not in the library's collection or that cannot be accessed are provided for a certain period from other research and University libraries through the Intern Library Loan (ILL). Students can borrow a maximum of two publications at a time for two weeks, and they can extend it for one more week by phone or email. In addition, iPads in the libraries can be borrowed for a week. In addition, during the distance education in the pandemic, students were given support about the students' access information sources remotely in electronic environment and also were offered services such as live support service, urgent return from incoming requests and online user trainings.

Appraisal:

At Gayrettepe Campus the quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the programme. Access to the internet through laptops via wireless LAN is provided free of charge. A sufficient number of group rooms is available. However, the panel does not consider the technical equipment of the group rooms to be sufficient. Therefore, the panel **recommends** ensuring that adequate technical equipment such as projectors and power sockets as well as sufficient space for group work is available.

The opening hours of the library take students' needs sufficiently into account. Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The literature expressly required for the study programme is available in the library and also kept up to date. There is a possibility to borrow literature from other libraries in the city without any problems.

| | 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

Altınbaş University Career Center was established with the aim to provide career counselling services via job and internship opportunities. Nine employees are currently working with this department. It announces job and internship postings, career opportunities to all students and provides application opportunities. While giving theoretical information on subjects such as CV preparation, interview techniques, it also supports students in practice by organizing activities such as technical trips.

Altınbaş University Career Center conducts studies on career and talent specialization and prepares various training programmes on talent discovery and management. Moreover, on certain days, it brings together employers, students and graduates via Career days events. During the pandemic fourteen webinars about internship and career issues were held. There are also recorded interviews with business persons and entrepreneurs. There is an exam preparation taking place that is mandatory for jobs in public institutions.

Altınbaş University Alumni Association was established in 2016 to ensure the continuation of communication among alumni and to increase cooperation and solidarity. The Alumni Center was newly established in 2021. The primary purpose of the Altınbaş University Alumni Association is to gather graduates under one roof and to establish the Alumni Network in Altınbaş University in order to ensure internal communication. Altınbaş University Alumni Association works with the Alumni Center of the University to help graduates to reach job opportunities and maintain communication among them. Although Altınbaş University has greatly increased its efforts in recent years through restructuring increases in resources, a high percentage of graduates still currently fail to find a suitable job after graduation. In the Alumni Association management system, there are job information of the member alumni, references for other alumni, and vacant job positions. Altınbaş University Alumni Association continues on agreements with institutions and organizations for opportunities that will provide privileges for Altınbaş University Alumni Association members.

Appraisal:

Career counselling and placement services are offered to the students and graduates to promote their employability. Although Altınbaş University has greatly increased its efforts in recent years through restructuring increases in resources, a high percentage of graduates still currently fail to find a suitable job after graduation. The panel **recommends** continuing to strengthen the effort of the Career services to bring students in adequate job position.

An alumni organisation has been set up with the aim of developing an alumni network. In 2021 a new Alumni Center was formed and equipped with manpower and resources. This indicates a clear effort on the part of the University to become even more active in this regard. To support these efforts the panel **recommends** developing a systematic approach to connect alumni with current students and organize joint events and provide regular feedback on programme development.

| | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|-------|---------------------|------------------------------|----------------------------|------------------------------------|------|
| 4.5 | Additional services | | | | |
| 4.5.1 | | | X | | |
| 4.5.2 | | | X | | |

4.5 Financing of the study programme

According to the regulation published in the official gazette, foundation universities in Turkey are non-profit. For this reason, financial planning is done in the form of matching revenues and costs. The profits are reinvested into the infrastructure of the University.

As in all faculties, in the Faculty of Business Administration, each department annually prepares a budget according to their needs and curriculum and presents it to the dean. Then, with the approval of the dean's office, this budget plan is submitted to the rectorate. Revenue is obtained from the tuition fees of the students. Students are offered 50 % and 100 % scholarship opportunities according to the University entrance exam. In addition, there are different scholarship opportunities such as merit-based scholarship, honor scholarship, martyr child scholarship and sports scholarship.

Foundations are audited by Turkish higher education board regularly. At the moment there are no debts and substantial financial reserves. Two percent of the revenues have to go into a deposit account. Annually, the books have to be shown to the Turkish higher education board. They are governmental institutions of ownership in place. There is a Board of Trustees who also is responsible of funding if there are problems occurring. The family of founders holds seats in the Board of Trustees.

Appraisal:

There is no evidence of financial problems occurring. Due to the currently high profits and the close supervision of the Turkish Higher Education Board it can be assumed that the financial situation is sound. There is a deposit fund of two percent of the annual revenues that ensures 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* | | | X | | |
| | Financing of the study programme (Asterisk Criterion) | | | | |

5. Quality assurance and documentation

5.1 Quality assurance and quality development with respect to contents, processes and outcomes

Altınbaş University's core quality policy is based on continuous improvement. To ensure the quality in education, the Education, Curriculum and Course Adaptation Committee has been assigned.

Altınbaş University's Quality Assurance policy consists of the following goals;

- to provide sustainable improvement based on a strong start,
- to take part in the protection and development of health with the principle of social sensitivity,
- to contribute to the promotion and harmony between cultures,
- to follow and adapt all developments in educational sciences,
- to provide scientific evaluation of the effectiveness of training programmes,
- to ensure the sustainability of national/international accreditations and to expand these areas,
- to cooperate with industries,
- to take part in multinational research projects.

In the preparation of the University's quality assurance system, the standards and guides of the following institutions were used:

- ENQA-European Association for Quality Assurance in Higher Education,
- ESG-European Higher Education Area,
- EURASHE-European Association of Institution in Higher Education,
- EUA-European University Association,
- ESU- European Students Union

The goals and objectives in the fields of education, research, social responsibility etc. are included in the strategic plan. "University Quality Assurance System" has been prepared in order to evaluate whether the objectives have been achieved and to examine whether all the activities of the University have developed and maintained their continuity.

In the quality assurance system, in order to evaluate the activities in all areas, quality indicators have been determined that will allow the evaluation of all stages of process, output (efficiency) and result (quality of output), and it is planned to measure the performance of the University in all activity areas and different stages, based on the quality assurance system and existing resources.

5.2 Instruments of quality assurance

Evaluation by students takes place throughout the academic year simply with interacting in dialogues. However, the more formal evaluation is carried out in form of surveys at the end each semester. Thus, by means of diverse methods, a chance for more efficient evaluation is created. There is a Quality Assurance Commission with a student representative in place.

A "Strategic Plan Follow-up and Quality Assurance Commission" was established to protect and supervise quality assurance. It consists of the rector, the vice-rector, the general secretary, the Head of the Strategy Development and Quality Assurance Department, other commission members (members determined by the University Senate, one representative from each academic unit with different fields of science), and a student representative.

The Strategic Plan Follow-up and Quality Assurance Commission prepares a strategic plan and an annual internal evaluation report that is integrated with the programme performance and activity report, covering all of the education-training and research activities and the administrative services that support them. Altınbaş University completes its internal evaluation studies in January-March each year. It sends the prepared Institutional Internal Evaluation Report to the Higher Education Quality Board for information purposes until the end of April. The quality of the University's academic units and research centers at all levels, regarding the educational and research activities and administrative services, and quality improvement efforts are evaluated within the scope of internal evaluation.

The University internal evaluation report consists of the following studies:

- Studies on the measurable goals of the academic units, the performance indicators related to these goals and their periodic review;
- Studies on structuring programmes based on learning outcomes and related to the Turkish Higher Education Qualifications Framework and fulfilling the requirements of the accreditation process;
- Studies on the areas that emerged in the previous internal and external evaluation and need improvement.

External evaluation is carried out by the Higher Education Quality Board at least once every five years as part of a periodical institutional external evaluation process. External evaluation is made in accordance with the calendar prepared by the Higher Education Quality Board. It is carried out by external evaluators recognized or assigned by the Higher Education Quality Board or by independent institutions that have been authorized by the Higher Education Quality Board for a Quality Evaluation Registration Certificate. External evaluation service for accreditation at the unit/programme level is performed by a national or international independent institution holding the Quality Assessment Registration Certificate and is limited to the unit/programme.

5.3 Programme documentation

The study programme's detailed content is documented on the website (ects.altinbas.edu.tr). It is well defined and open for every party and it is kept updated at least yearly.

Altınbaş University has a specific department for information about activities called Institutional Reputation and Stakeholder Relations Management Department. The department works continuously throughout the year and pursues a dialogue with the press and all other stakeholders. All the information and news are also communicated through the Altınbaş University website (announcements subpage).

With regard to the documentation of educational activities, all of the course materials subject to grading must be stored and controlled at the end of every semester. All documents have to be signed by the course instructor and submitted to the faculty. There is an archive which is locked to

store all documents evaluated for grading. Even during the pandemic when all evaluations were online, distance education platform is used to download all data, stored in CD, and returned to the faculty for storing.

Appraisal:

In general, it can be stated that the documented evidence of a comprehensive quality management system is not available. There are indications that quality measures are carried out. However, it is not clear in what period and to what extent this is done and how the results are presented. It is also not clear from the documentation who has access to which document and to what improvement measures the identification of problems led to.

According to the verbal assurance, there are quality management instruments in place. However, no documented evidence is available. Therefore, it cannot be assessed if quality assurance and development procedures, which systematically and continuously monitor and develop the quality of the programme with respect to its contents, processes, and outcomes, has been set up. Such a quality management system should take into account the evaluation results and the analysis on student workload, success rate, and graduate employment as well as the profile of the student population. Faculty members and students should participate in the respective committees to plan and assess the quality assurance and development procedures. Responsibilities should be clearly defined and it should be documented what improvements resulted from the outcome of surveys and other means. In addition, the panel particularly highlights the missing control loop for addressing the high unemployment rates. The tracking of the reasons as well as the development of corresponding measures against it must be part of the quality management system.

Therefore, the panel recommends the following **condition**:

The University

- a) provides evidence of a documented and comprehensive quality management system that includes a closing control loop based on the PDCA cycle;
- b) demonstrates its quality assurance concept with regard to reducing the high unemployment rate of the students.

Evidence of **student evaluations** was provided in form of a survey template. Apart from this, no documented proof is presented that evaluation by the students is carried out on a regular basis and in accordance with a prescribed procedure. It is also not documented how the outcomes are communicated to the students and how they are used for the quality development process (see condition in chapter 5.1.1).

The **feedback from faculty** is part of the Strategic Plan Follow-up. In the Quality Assurance Commission one representative from each academic unit is involved in quality development processes. However, the panel did not see any documentation on the process and the outcome of the evaluation by faculty (see condition in chapter 5.1.1). In addition, within the quality management system, all faculty members should have the opportunity to provide feedback on programme content, collaboration with the programme management as well as their overall satisfaction with the working conditions. The panel **recommends** to ensure documented evidence

of a faculty feedback system as part of its quality management system (see condition in chapter 5.1.1).

The panel did not see any evidence about **external evaluation** by alumni, employers and third parties the above mentioned activities. In addition, evaluation by employers or alumni seem not to take place or the instruments are not documented. Therefore, the panel is not enabled to conclude that an external evaluation is carried out on a regular basis and in accordance with a prescribed procedure; neither it is able to confirm that the outcomes are communicated and provide input for the quality development process. The panel **recommends** to ensure documented evidence of an external evaluation system by alumni, employers and third parties as part of its quality management system (see condition in chapter 5.1.1).

The study programme's content, curriculum and examination scheme have been suitably documented and published (e.g. course plan and exam regulations). However, on the website the panel did not find all information translated into English. Also, some information was outdated. Therefore, the panel **recommends** to ensure that all information on the website be updated in short intervals and provided also entirely in English.

| | | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--------|-----------------------------------------------------------------------------------------------------------------|-------------|------------------------------|----------------------------|------------------------------------|------------------|
| 5.1* | Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion) | | | | | condition |
| 5.2 | Instruments of quality assurance | | | | | |
| 5.2.1 | Evaluation by students | | | | X | |
| 5.2.2 | Evaluation by faculty | | | | X | |
| 5.2.3 | External evaluation by alumni, employers and third parties | | | | X | |
| 5.3 | Programme documentation | | | | | |
| 5.3.1* | Programme description (Asterisk Criterion) | | | X | | |
| 5.3.2 | Information on activities during the academic year | | | X | | |

Quality profile

HEI: Altınbaş University

Bachelor programmes:

Bachelor of Arts in Business Administration (BA)

Bachelor of Arts in Economics (E)

Bachelor of Arts in International Logistics Management (ILM)

Bachelor of Arts in International Trade and Finance (ITR)

| | | 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) | | | E | condition BA, ILM, ITR | |
| 3.1.7* | Examination and final thesis (Asterisk Criterion) | | | X | | |
| 3.2 | Structure | | | | | |

| | | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|----------|----------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------|----------------------------|------------------------------------|------|
| 3.2.1* | Modular structure of the study programme (Asterisk Criterion) | | | X | | |
| 3.2.2* | Study and exam regulations (Asterisk Criterion) | | | X | | |
| 3.2.3* | Feasibility of study workload (Asterisk Criterion) | | | X | | |
| 3.2.4 | Equality of opportunity | | | X | | |
| 3.3 | Didactical concept | | | | | |
| 3.3.1* | Logic and plAltınbaş University sibility of the didactical concept (Asterisk Criterion) | | | X | | |
| 3.3.2* | Course materials (Asterisk Criterion) | | | X | | |
| 3.3.3 | Guest lecturers | | | X | | |
| 3.3.4 | Lecturing tutors | | | X | | |
| 3.4 | Internationality | | | | | |
| 3.4.1* | International contents and intercultural aspects (Asterisk Criterion) | | | X | | |
| 3.4.2 | Internationality of the student body | | X | | | |
| 3.4.3 | Internationality of faculty | | | X | | |
| 3.4.4 | Foreign language contents | | X | | | |
| 3.5* | Multidisciplinary competences and skills (Asterisk Criterion) | | | X | | |
| 3.6* | Skills for employment / Employability (Asterisk Criterion) | | | X | | |
| 4. | Academic environment and framework conditions | | | | | |
| 4.1 | Faculty | | | | | |
| 4.1.1* | Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion) | | | X | | |
| 4.1.2* | Academic qualification of faculty (Asterisk Criterion) | | | X | | |
| 4.1.3* | Pedagogical / didactical qualification of faculty (Asterisk Criterion) | | | X | | |
| 4.1.4 | Practical business experience of faculty | | | X | | |
| 4.1.5* | Internal cooperation (Asterisk Criterion) | | | X | | |
| 4.1.6* | Student support by the faculty (Asterisk Criterion) | | | X | | |
| 4.1.7(*) | Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes) | | | | | X |
| 4.2 | Programme management | | | | | |
| 4.2.1* | Programme Director (Asterisk Criterion) | | | X | | |
| 4.2.2 | Process organisation and administrative support for students and faculty | | | X | | |
| 4.3 | Cooperation and partnerships | | | | | |

| | | 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) | | | X | | |
| 4.3.2(*) | Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes) | | | X | | |
| 4.4 | Facilities and equipment | | | | | |
| 4.4.1* | Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion) | | | X | | |
| 4.4.2* | Access to literature (Asterisk Criterion) | | | X | | |
| 4.5 | Additional services | | | | | |
| 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 | | | | X | |
| 5.2.2 | Evaluation by faculty | | | | X | |
| 5.2.3 | External evaluation by alumni, employers and third parties | | | | X | |
| 5.3 | Programme documentation | | | | | |
| 5.3.1* | Programme description (Asterisk Criterion) | | | X | | |
| 5.3.2 | Information on activities during the academic year | | | X | | |