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GZ: I/A09-18/2018

Statement on the report of the reviewers to the accreditation procedure for the accreditation of another study location for the “Bachelor of Business Administration in Tourism and Hospitality Management” study program

Vienna, 05/29/2017

Dear Dr.ⁱⁿ Svensson,

Thank you for submitting the review report of the team of reviewers responsible for the application for accreditation of the new location of our 3-years' BBA program in Tourism and Hospitality Management in Nanjing, China. The review report was studied on our part as usual with particular interest and attention.

Of course, MODUL University Vienna Private University, in particular our partners at Nanjing Tech University Pujiang Institute, are happy and proud, given the overall very positive assessment of this endeavor expressed in the review report.

In order to enable the AQ Board members an unanimous and positive decision-making about the extension of location of our 3 years' BBA program, we take the opportunity here to address the 8 issues raised as conditions for accreditation:

1. To assure continuous teaching and research activities in the study programme, sustainable replacement for the Program Area Directors functions should be developed.

There are two scenarios to consider: A) a temporary and short-term unavailability of the Dean for International Programs (currently in charge of the dual-degree BBA program) and B) a permanent dropout of the Dean (due to unforeseen circumstances).

In scenario A) there are two options how the temporary vacancy will be covered: 1. Prof. Xu (Full Professor at Renmin University of China and Vice-Dean of the Business College of NTUPJI or 2. one of the qualified faculty members of MODUL University Vienna Private University takes over this responsibility. In scenario B) an international call will be published for filling the vacant position. Scenario B) can be tackled without international job call once other qualified faculty are employed at the IHD. The faculty development plan (as outlined in Section I, chapter IV) has been revised: the position of an Associate Professor in the field of hospitality and tourism management will be filled already one year earlier (i.e. 9/2020).

2. To enhance the qualifications of the scientific staff, further education on pedagogical and didactical methods of the academic staff should be institutionalised.

Unfortunately, this topic had not been addressed during the site visit otherwise we would have been able to present our activities in this important field. Similar to the common practice at MODUL University Vienna Private University, faculty trainings or workshops are scheduled and held at MODUL School Nanjing at least once per semester. This happens without being “prescribed” or planned ahead in detail for the next five years.

The appointed Dean for International Programs held the first workshop on “Course Syllabus Development and Elements” on September 27, 2016 for all lecturers involved in the English dual-degree program in Nanjing. From May 8 to 12, 2017, the next IHD Teaching Quality Assurance Program was scheduled for all IHD faculty and lecturers. Topics such as “Learning objective and syllabus”, “Designing a course”, “Positive classroom environment”, “Be an industry researcher”, “Methods and Interactive Teaching Methods”, “Feedback-giving and

receiving & Evaluation” were on the agenda. The Dean for International Programs participated for two half-days to give feedback and the current status of curriculum developments. The next workshop is scheduled for end of August together with new external lecturers in particular.

3. To ensure the implementation of the programme, the English-speaking class information, registration, as well the study programme’s internal communication platform have to be set up latest by the beginning of the second semester of the programme.

The development of a dual-language (Mandarin, English) website for the IHD college has started already as outlined in the application document and discussed during the site visit. An external IT company is contracted for the setup and implementation. This website will be up and running in June 2017, just in-time for the next wave of student recruitment that starts usually end of June to beginning of July every year.

4. To ensure sufficient equipment for the purpose of both self-study and research, the amount of programme related academic literature has to be expanded significantly, in particular literature in English, latest by the beginning of the second semester of the programme.

At the time of the site visit, the university library held already all English speaking text books necessary for all courses and their compulsory reading material. With 87 books the stock of books went beyond this minimum for teaching purposes. By the end of 2017 the holdings will comprise of 220 books and will further increase to 370 by the end of 2018, and 520 one year later. By the end of 2020 the library will hold about 600 different titles.

In addition to all these dedicated books in English, students have access to and can use a multi-disciplinary library on campus of more than 36,000 books and, in addition to that, students can also make use of about 120,000 titles at the main library of Nanjing Tech University.

5. To facilitate the programme curriculum and the research in Economics (e.g. Macroeconomics, Microeconomics) and Business Administration (e.g. RH Management, Supply Chain Management), the library should provide access to several relevant academic journals in this field of study latest by the beginning of the second semester of the programme.

NTUPJI already purchased online access to the EBSCO-BSP bundle of full-text journals and magazines. According to their product information (<https://www.ebscohost.com/academic/business-source-premier>) this online database covers: 1,200 active full-text journals, about 700 active full-text peer-reviewed journals with included subjects such as: accounting, finance, economics, marketing, management, management information systems and operations management. In addition to this general economics and management literature selected tourism and hospitality journals will be subscribed for online access: e.g. Cornell Hospitality Quarterly, Journal of Travel Research, Tourism Economics. The trial subscription ends end of May 2017. In June 2017 the first two journal titles will be purchased.

6. To ensure the international standard of the research, a detailed research plan and a research agenda should be provided.

5 years' research plan for MODUL School Nanjing (2018 – 2022)

In Section I, chapter V.1 of the accreditation application document we outlined the strategic goals of the MODUL School of Tourism and Hospitality Management Nanjing.

Here, we detail the instruments we will apply for implementing the strategic goals:

- Enter strategic partnerships with tourism investors and national and international hotel groups, airports and airlines.
- Research cooperation with leading national universities: e.g. Hong Kong PolyU School of Hotel & Tourism Management, Zhejiang University – Department of Tourism Management, Institute for Tourism Studies Macao, Beijing International Studies University.
- Research cooperation with (research) organisations in Asia: e.g. Pacific Asia Travel Association (PATA), World Cities Tourism Forum (WCTF).
- Research cooperation with individual universities abroad: e.g. Otago University New Zealand, University of Queensland Australia, University of Southern California USA, University of Florida – National Laboratory of Tourism & eCommerce USA, University of Surrey UK, University of Namur Belgium, Taylor College Malaysia, PIM Thailand.
- Research cooperation with tourism (research) institutions and networks abroad: e.g. UNWTO, Tourism Education Futures Initiatives (TEFI), Building Excellence for Sustainable Tourism Education Network (BEST EN), European Travel Commission (ETC), European Cities Marketing (ECM), Tourist Research Center (TRC), International Academy for the Study of Tourism (IAST), International Federation of Information Technology and Tourism (IFITT).
- Building a knowledge base about research grant opportunities: from the university, from institutional (between 3,000 and 10,000 RMB) and departmental level (between 3,000 and 30,000 RMB), from Jiangsu province (between 3,000 and 50,000 RMB) and from national funds (more than 50,000 RMB) including appropriate thematic calls for research projects.
- Raising additional funds to employ additional faculty mainly for research to extend the internal capacity.
- Share Chinese PhD-candidates' resources who enroll at the PhD program at MODUL University Vienna Private University.

Short-term objectives (1 – 3 years' horizon)

The following research projects and outcomes are planned:

- **S-1:** Investigation on the academic tourism and hospitality education landscape together with a gap analysis and industry perspective together with Prof. Fu, Beijing International Studies University; funded by NTUPJI and Jiangsu Province
 - Publication: chapter in the planned Springer-Book on Tourism in China
 - Publication: 1 peer-reviewed article in Asia Pacific Journal of Tourism Research
 - 1 or 2 conference presentations: at ApacCHRIE and ApacTTRA
- **S-2:** Extending the cutting-edge media-monitoring platforms WebLyzard (<http://www.weblyzard.com/>) and PHEME (<https://www.pheme.eu/>) to the needs of the organizers of the Olympic Winter Games Beijing 2022. These platforms have been developed in Vienna under the leadership of Prof. Arno Scharl and are hosted by MUV New Media Technology Department. At present, these platforms monitor text and video document in social and other online media in English, French, German, Spanish. The website interface includes these languages and many more including Mandarin and Russian.
 - Publication: 2 peer reviewed journal articles
 - 4 conference presentations
- **S-3:** Join efforts to improve the “World Tourism Cities Development Index” together with the World Cities Tourism Forum (headquarter in Beijing): taking advantage of the Tourism Marketing Information System (www.tourmis.info; since 1990) and the European Cities Marketing Benchmarking Report (<http://www.europeancitiesmarketing.com/research/reports-and-studies/ecm-benchmarking-report/>), both hosted and continuously extended by MODUL University Vienna Private University, on the one side and improved webLyzard technology integrating now structured and unstructured data.
 - Publications: 3 peer-reviewed journal articles
 - Publications: 1 book chapter
 - 2 – 4 conference presentations
- **S-4:** Initiating a Start-up and Entrepreneurial study in Jiangsu province with focus on services, tourism and hospitality with the support of government administrative

units. This study will focus on young entrepreneurs and on university graduates collecting evidence about their experiences, motivations, barriers and challenges before, during and after starting a new business.

- Publications: 2 peer-reviewed journal articles
 - 2 conference presentations
- **S-5:** Executive training needs in the hospitality sector: a joint and revolving study among and with international and national chained hotel companies. Particular focus will be structural conditions and changes in business strategy and their impacts on measures for organizational and personal development.
 - Publications: 1 peer-reviews journal article and 1 book chapter
 - 2 conference presentations
- **S-6:** Brand extensions and sub-branding strategies in selected Asian countries (including China, Korea, Thailand, Vietnam and Malaysia). This study investigates success factors and failures of different brand strategies in the corporate hotel business sector. This study is planned together with Taylor College, Kuala Lumpur, and Mahidol University, Bangkok with the support of a number of big players in this sector.
 - Publications: 2 peer-reviewed journal articles
 - 2 conference presentations.

Medium-term objectives (4 – 5 years' horizon)

The following research projects and outcomes are planned:

- **M-1:** Extending the cutting-edge media-monitoring platforms WebLyzaard (<http://www.weblyzard.com/>), PHEME (<https://www.pheme.eu/>) and Medi Watch on Climate Change (<https://www.ecoresearch.net/climate/>) to the needs of the organizers of the Olympic Winter Games Beijing 2022 and other institutions including large companies such as Tencent, Alibaba or Chia Thai Group. These platforms have been developed in Vienna under the leadership of Prof. Arno Scharl

and are hosted by MODUL University Vienna New Media Technology Department. One particular extension is the media coverage in Mandarin language to monitor official and social media within China.

- Publication: 3 peer reviewed journal articles
 - 5 conference presentations
- **M-2:** Retail and service space in airports of China: passenger and aircraft movements are rapidly increasing in China. “The potential for value creation and market innovations is omnipresent for aviation stakeholders in circumstances where airport operators are as free to grow as any other enterprise. There is ample evidence that private stakeholders re-invest portions of airport revenues generated from aeronautical and commercial activities in order to improve the quality of airport services and infrastructure. Moreover, during times of economic distress, nonaeronautical revenues serve as a cushion between airports and their airline customers with respect to charges. This has become a common practice at the worldwide level and should be further incentivized.” (ACI Policy Brief, 2017: 3). One study delivering better and up-to-date insights will investigate expectations and behavioral changes of mainly domestic airline passengers at Chinese airport. China has already 4 out of 20 airports worldwide with a passenger throughput of more than 50 mio. Research partners will be airport authorities, airlines and investors interested in financing airports: facilities and management.
 - Publications: 2 peer-reviewed journal articles
 - 4 conference presentations
- **M-3:** eCommerce and tourism: mobile bookings are gaining rapid relevance in a mobile-savvy society like China. Together with companies like Wintour Information Technology Co. Ltd. (whose founder and CEO is lecturer at IHD/NTUPJI) we will continue the research stream in human-computer interfaces in tourism and the extension of the Technology-Acceptance-Model with current and future application opportunities for hotel and airline bookings. Cooperation with Prof. Dickinger from MODUL University Vienna Private University is envisaged.
 - Publications: 3 peer-reviewed journal articles
 - 3 conference presentations

- **M-4:** Developing an Incubator Hub in the Service Sector Industries: based on the outcome of the Start-up and Entrepreneur Study and the strategic partnership of the Business College of NTUPJI, government agencies and external partners (such as banks) it is planned to establish an Incubator Hub at the new Lishui Campus where graduates from NTUPJI and other Nanjing based universities are invited to experiment with their innovative ideas and entrepreneurial capabilities. This Incubator Hub will serve as a trainings platform, a service platform for graduates, an information exchange platform to external stakeholders and as a life laboratory to study challenges and impacts of venturers.
 - Publications: 2 peer-reviewed journal articles
 - 4 conference presentations.

The following table summarizes the research plan differentiated by short-term and medium-term activities and its outcome predominantly expressed as articles in international peer-reviewed journals, in papers and presentations at international tourism and hospitality conferences and book chapters in English-speaking book publications.

	Research partners				Research outcome			
Project ID	MUV	Domestic	International	Funding	Journal articles	Conference presentations	Book / Chapter	Other
S-1	-	<input checked="" type="checkbox"/>	-	D-Pu	1	1-2	1	-
S-2	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	-	D-Pu/Pr, I-Pu	2	4	-	
S-3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	D-Pr, I-Pr	3	2-4	1	-
S-4	-	<input checked="" type="checkbox"/>	-	D-Pu, D-Pr	2	2	-	<input checked="" type="checkbox"/>
S-5	-	<input checked="" type="checkbox"/>	-	D-Pr	1	2	1	-
S-6	-	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	D-Pr, D-Pu	2	2	-	-

	Research partners				Research outcome			
Project ID	MUV	Domestic	International	Funding	Journal articles	Conference presentations	Book / Chapter	Other
M-1	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	D-Pr, I-Pu	3	5	-	<input checked="" type="checkbox"/>
M-2	-	<input checked="" type="checkbox"/>	-	D-Pu, D-Pr	2	4	-	-
M-3	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	D-Pu, D-Pr, I-Pu	3	3	-	-
M-4	-	<input checked="" type="checkbox"/>	-	D-Pu, D-Pr	2	4	-	<input checked="" type="checkbox"/>

Notes: D = "domestic", I = "international", Pu = "public", Pr = "private"

7. To ensure the students' involvement in research projects, the research concept and research map should line out tangible options and scenarios of students' involvement in the planned research activities.

We believe that this request is based on a misunderstanding. Tangible options and scenarios have been outlined in Section I, chapter VI.4 of the accreditation application document under the sub-heading "Student Involvement in Research".

"The planned bachelor study program offers a number of interfaces, which are suitable for involving students to research activities: e.g.

- Courses with applied research training experiences:
- Tourism and Hospitality Business Analysis
- Marketing Research and Empirical Project
- Entrepreneurship, Innovation and Business Planning
- Operations Research and Forecasting
- Enrichment Courses

Courses supporting the communication of research results

- Latest Trends in Tourism and Hospitality
- Academic Writing

Internship

Bachelor thesis

Since the academic goal of bachelor studies is to familiarize with tools how to learn about new results and knowledge, to introduce to basic tools of generating new results and primarily to put new results and knowledge into different contexts, bachelor students will not do research independently. However, bachelor students get exposed to applied and grounded research ideas and projects through the above mentioned interfaces. This can be done top-down or bottom-up: i.e. either through research activities of faculty members, which are already ongoing or research ideas and projects triggered by and evolving from course projects, from internships or bachelor thesis projects.”

The generic qualification as outlined in the European Qualification Framework for Bachelor level related to research reads among others: “have the ability to gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues;”. Our interpretation of the first cycle – bachelor’s level of the European Qualification Framework, the accredited study regulations and the differentiation between a BSc and a BBA degree does not conclude with a mandatory prescription of the direct involvement of BBA students in research projects that faculty members alone or in collaboration with other organizational units pursue. Within a bachelor study program the essential principle of combining research and teaching materializes in the methods, the results and applied implications faculty members and lecturers introduce into their teaching activities and the optional training opportunities during internship and bachelor thesis. By contrast, a selective integration of students into ongoing research activities can be conceived in master of science programs and is mandatory for PhD studies.

8. To ensure the uniform quality of the study programme, the English language requirements for application and enrolment have to be revised and reassessed and set to the level of B1.1 in accordance with the Common European Framework of Reference for Languages: Learning, teaching, assessment (CEFR).

The Study Regulations at MODUL University Vienna Private University sets the language requirements for admission to the 3 years' BBA program in Tourism and Hospitality Management at a minimum proficiency level of B2 according to the Common European Framework of Reference for Languages (https://www.coe.int/t/dg4/linguistic/Source/Framework_EN.pdf). This is considered equivalent to an IELTS overall band score of 6.0 (no sub-score below 5.5) or a TOEFL paper-based score of 540, or internet-based score of 76 (§ 4 (6) BBA Study Regulations).

To ensure uniform quality standards for the same study program at MODUL School Nanjing, the adapted Study Regulations (see chapter VII and Appendix II of the accreditation application document) require students to show evidence of the same level of English proficiency (B2 – CEFR or 6.0 IELTS) in order to study the complete program and achieve the academic grade. The only difference compared to the Study Regulations in Vienna is that students have one year time to show this evidence during which they can already start with the first and second semester courses. If students ultimately do not achieve the B2 (IELTS: 6.0) level they can change to the parallel Chinese bachelor program.

It is commonly expected that Chinese students' proficiency level in writing, reading and listening will be sufficient while there are weaknesses in speaking. For the sake of an efficient allocation of time and also financial resources it is strongly recommended to support enrolled students upgrading their language capabilities while using their time and intellectual resources already for developing their other personal skills (e.g. "Advanced Business Communications", group work in other courses, elementary knowledge areas such as "Mathematic & Statistics", "Accounting & Management Control").

We definitely will not follow this recommendation to lower the required English language level from B2 to B1.1 (or expressed by IELTS scores: from 6.0 to 4.5) since we wish to maintain and ensure a uniform quality among the different study locations of MODUL University Vienna Private University.

We appreciate and acknowledge the ample perspectives, reflections and recommendations the expert panel releases in their review report. There are many answers and explanations for these issues, we would like to deliver here together with the concerns addressed in the previous section.

1. To develop and implement a risk analysis for the study programme, followed by a crisis management strategy. This should be done by taking into account and integrating evolving expectations and actual experiences of the cooperation on a continuous basis.

Mutual obligations of both contractual parties for implementing and running this dual-degree program in Nanjing have been laid down in the so-called Milestone agreement. Even for the worst case of the exit of the Chinese partner, section D of this agreement foresees the commitment “to ascertain that all enrolled students at the Campus have the possibility to complete their studies.” The government license for Nanjing Tech University Pujiang Institute and the double-degree program offered together with MODUL University Vienna Private University was renewed in May 2017 and runs now until 2024.



2. To clarify the location of the quality assurance representative for the BBA programme between the main institution and the other location.

Among other roles and responsibilities for quality management tasks at MODUL School Nanjing, one full-time assistant to the Dean for International Programs will be employed to take care of quality and process management. In the faculty meeting of March 13, 2017 together with the Executive Dean, it was decided to hire this person in January 2018 at the latest. This person will be responsible for various quality monitoring tasks such as course evaluation reports and the annual Quality Management Report. This quality manager participates in the Study Program Conference that is held at least twice a year where the appointed Quality Manager of MODUL University Vienna Private University regularly participates. These roles and organizational relationships have been outlined in a supplement document called “Organigrams” and made available at the beginning of the site visit.

3. To establish equal organization and support structures as in the main institution, provide additional support services and facilities for financially disadvantaged, otherwise marginalized minorities and/or physically challenged/disabled students since national legislation and funding permit so.

The Organigrams document together with another supplementary document called “Faculty and Staff development plan” made available at the beginning of the site visit depict the support structures which will be built up rapidly for the dual-degree students only. These support structures comprise Student Service Center, Admission Support, Internship Services, Career Center, Communication Office in addition to the Program Management at the Academic Office and the Quality Management in the Dean’s Office. These structures are similar to the support organization at the main institution in Vienna with the difference that there are additional support structures, offices and staff available to all students at the entire university campus.

The following scholarships are available for students at NTUPJI:

1. National level:
 - a. National Scholarship: 2 students RMB 8,000 each;
 - b. National Encouragement Scholarship: 2% of total students RMB 5,000 for each.
2. University level:
 - a. First Prize of Academic Merit Scholarship: 1% of total students RMB 1,600 for each;
 - b. Second Prize of Academic Merit Scholarship: 5% of total students RMB 800 for each;
 - c. Third Prize of Academic Merit Scholarship: 10% of total students RMB 500 for each;
 - d. Outstanding Student of Students' Union Scholarship: 2% of total students in the Students' Union RMB 500 for each.

With the move to the new campus challenges for physically challenged/disabled students will largely vanish. Buildings are constructed barrier-free and elevators are available to move comfortably from one level to another of a building.

4. To enhance learning quality, provide students with access to a standard office package.

Microsoft Office is available on all more than 600 campus computers in the PC-rooms. When buying a PC (notebook) in China, office package(s) are regularly pre-installed. The hardware seller has to share a certain amount for the pre-installed software.

5. To improve the interactive learning approach, the staff and students shall be encouraged to use presentations in the classes.

Many thanks for this recommendation. We will encourage individual and group presentations in almost every course and course type like we do in the program delivery at the main campus.

6. To make an attempt towards enhancement of the study and living environments.

The new Lishui campus – as outlined in Section I, chapter II.3 of the accreditation application document – will be ready for operation from next academic year on. The first colleges will

start to move in June 2017. This will relax the situation and the conditions at the current campus.

7. To sustain an adequate quality of support, the permanent scientific staff to students' ratio should be kept beneath the mark of 30 students per faculty member.

Since the intake / admission of new students will not be more than 30 students in the first year, the staff to students' ratio will be even more favorable in the beginning phase. However, NTUPJI will be keen to keep this ratio always below 30 in the future.

8. To enhance the study programmes' evaluation and general quality assurance, the rectorate should involve more staff in quality assurance system.

In February 2017, the University Board of MODUL University Vienna Private University, appointed a new person as the regular Quality Manager. This person is particularly responsible to relate to the Deans, Academic Directors, Program Area Directors and the Quality Managers of the other campuses outside Vienna.

9. To enhance the quality assurance, the Modul University Vienna Private University has to set up a fixed schedule for its joint semester conferences with details about its content.

It is planned to schedule the Study Program Conference twice a year, commonly to be held after the end of the teaching period. Formal changes of the constitution of MODUL University Vienna Private University to incorporate both the extension of campuses beyond national boundaries and the official role and function of a quality manager acting on behalf of the University Board to link the managing bodies of the different campuses are currently ongoing. This will impact the agenda of the study program conference and the content of the Annual Quality Management Report.

10. To enhance the capacity building, the direct and professional exchange between the staff of Modul University Vienna Private University and Nanjing should commence before the autumn semester 2017.

The first faculty and staff training was held in January 6 to 15, 2017 in Vienna. Trainings were scheduled with respect to marketing, career service center, library and academic office administration. In addition, participation in selected courses with a de-briefing session afterwards with the lecturer was on the agenda.

More of such capacity building activities will come. The next opportunity will be in October 2017.

Full-semester faculty exchange will be envisaged once the portfolio of offered courses attained a level at which it is reasonable and manageable to send faculty to another campus.

Another particular offer is the faculty development through participation in MODUL University Vienna Private University PhD program. The Dean of IHD will submit a proposal to the university board to sponsor the participation (only mobility and living cost; the tuition fee will be sponsored by MODUL University Vienna Private University) of one or two young faculty members for 2 years in Vienna while the PhD thesis can be completed in Nanjing at a time during which these faculty can contribute with some teaching, research and other administrative duties.

11. To improve the general learning environment and increasing the self-study time of the students, the library opening hours and the class-accessibility should be prolonged or aligned with the course schedule. Also, the living situation in the dormitory could be improved, especially considering the construction of the new campus.

The regular course hours per week vary between 10 and 14 units. The weekly opening hours of the campus library are 91 hours. We believe that students have sufficient time for using the library.

The use of classrooms outside course hours is debatable. This is not common practice on many campuses (for various reasons). However, the question remains if students have

sufficient other space for studying and preparing assignments. With the gradual move of colleges of NTUPJI to the new campus (starting this June 2017) the situation will already relax with the beginning of the next academic year.

12. To assure the interactive teaching style, the classes should be held in classrooms suitable for the class size.

At the present campus, classrooms are relatively large. The campus provided 40 rooms with a capacity of 60 students. These are the smallest classrooms. Considering the maximum group size for PT, SE and EX courses, it is desirable to be able to use adequate rooms. However, all lecture rooms are equipped with audio-visual instruments so that communication should not be a problem. At the new Lishui campus, a greater variety of classroom sizes will be available.

13. To ensure the implementation of research on international standard, the programme should widen the scientific network worldwide.

The extension of the scientific network happens through the recruitment of international permanent faculty and the invitation of international experts as course lecturers. In addition to that, it is planned to attract international conferences to the NTUPJI. Potential partners are PATA (Pacific Asia Travel Association), ApacCHRIE, ApacTTRA, WCTF, AIEST, and other worldwide associations.

14. To ensure the mobility of students, the programme should design, strategize and implement overseas study opportunities for Chinese students.

15. To secure the implementation of the academic exchange for students, the strategy, details and procedures of the exchange at Modul School Nanjing should be written down and implemented as soon as possible. The current students have to have the chance to go on an exchange in their second or third year.

16. To support the mobility of students, the students from Modul School Nanjing should have the option either to complete the mandatory internship abroad or to study one to two semesters abroad or both.

Legally, the Study Regulations for the BBA program at MODUL School Nanjing permit both the internship domestically or abroad (§ 9 (4)) and the Examination Regulations and Student Code of Conduct at the MODUL School Nanjing allows an exchange semester to be completed at MU Vienna or at one of MU's official partner universities (§ 2 (6)).

Currently, the Examination Regulations at MU Vienna undergo a substantial revision (to be discussed and decided upon in June 2017 in the University Senate meeting) to accommodate the extensions from one campus (in Vienna) to three campuses (including those in Dubai and Nanjing).

Administratively, the Internship and Career Center at MODUL School Nanjing will start working on these opportunities from September 2018 on. Before this, MODUL University Vienna Private University will start extending their partnership agreements for student exchange to include their students studying at the Dubai Campus or at MODUL School Nanjing.

Since MODUL University Vienna Private University has quite a significant number of permanent students from China and Hong Kong, we provide already ample experiences about legal and other administrative challenges related to student mobility and work permit issues. At the Dubai Campus, which started operation in September 2016, this type of knowledge building will start soon, yet in any case before mobility questions will come up for Nanjing students.

17. To encourage and enable mobility of the students and staff of the Modul School Nanjing, the Modul University Vienna Private University has to examine if Erasmus+ can be applied for and search for additional funding options.

The next call for the Erasmus+ scholarships for outgoing and incoming students and staff will be launched in October or November 2017 for applications due in February 2018. Mobility and trainings can start not earlier than June 2018. Hence, we will promote student exchange

semester – in both directions – starting with Fall 2018 and additional staff trainings even earlier.

18. To enable the mobility of the staff of the Modul School Nanjing, the organization of the faculty exchange has to be conceptualized and in line with student exchange.

While student exchange among the different MODUL Campuses is already conceptualized and easy to implement due to the congruence of the study programs and the formal study regulations, the faculty exchange will be discussed and developed during the forthcoming academic year.

Again, MODUL University Vienna thanks all reviewers for their effort and their helpful suggestions, giving an “outside view” of MODUL University’s plans and by this helping the university to improve the quality of these plans and endeavors.

Yours respectfully,



Prof. Dr. Karl Wöber

President of MODUL University Vienna