

Date: 28/5/2021

Higher Education Institution's Response

- **Higher Education Institution:**

Ctl Eurocollege

- **Town: Limassol**

- **Programme of study
Name (Duration, ECTS, Cycle)**

Business Administration (3 academic semesters plus an optional foundation academic year, 90 ECTS Master (MBA)).

- **Language(s) of instruction: English**

- **Programme's status: Currently Operating**

- **Concentrations (if any):**

In Greek: N/A

In English: N/A

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 to 2019” [N. 136 (I)/2015 to N. 35(I)/2019].

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
 - *the findings, strengths, areas of improvement and recommendations of the EEC*
 - *the deficiencies noted under the quality indicators (criteria)*
 - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc. 300.1.1).*
- *In case of annexes, those should be attached and sent on a separate document.*

1. Study programme and study programme's design and development
(ESG 1.1, 1.2, 1.8, 1.9)

Areas of Improvement and recommendations

Comment of the Committee

The titles of some courses are not fully reflective of the course contents. For example, entrepreneurship-related material is included in the Managing for Innovation module but this is not communicated in the title. Similarly, organizational behavior related contents are included in the HRM module but again this is not shown in the title. The committee suggests reconsidering the naming of the courses.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this by revising and renaming the two courses shown below. We have introduced the new course Leadership MGT 611 into the programme in order to strengthen the leadership skills of the graduates.

1. **HRM & Leadership MGT 600** renamed to **HRM & Organisational Behaviour**.
2. **Innovation Management MGT 609** renamed to **Entrepreneurship & Innovation**.
3. **Leadership MGT 611** has been introduced into the programme.

Please refer to **Annex 1 Structure of the programme** and **Annex 2 Syllabi**.

Comment of the Committee

The content and titles of the Finance courses could be reviewed to ensure a greater alignment. For example, there are two core modules namely, Financial Management (FM) and Financial Markets and Institutions. Even though the former is of general interest, the latter needs to be modified (perhaps, some of the chapters in the syllabus) to accommodate students who might not have the relevant academic background (e.g., in microeconomics or macroeconomics). The title and/or the content of the course could be modified to emphasize in-firm specific issues in Financial Management and Portfolio Management.

Reply from the Institution

The comment has been noted and we would like to mention that we have introduced into the programme as presented in the Document 200.1, the Foundation year which aims to support students with a background in any subject other than business and with no knowledge of Management, Economics, Marketing Accounting and Finance. The main topics of Microeconomics and Macroeconomics are covered in the content of the foundation course ECO 505 Economics.

The following courses are offered in the foundation year and do not carry any ECTS.

MGT 501	Management
MKT 502	Marketing
FIN 503	Business Finance
ACC 504	Accounting
ECO 505	Economics

Please refer to **Annex 2 Syllabi page 14 Foundation Year**.

Taking into consideration the comment of the Committee regarding the courses **Financial Management FIN 601** and **Financial Markets & Institutions FIN 606** we have taken the following actions:

1. The course **Financial Management FIN 601** remains in the structure as it serves the aim of the programme which is to offer general knowledge on financial issues.
2. The course **Financial Markets & Institutions FIN 606** is replaced by the new course **Leadership MGT 611** in order to serve our aim to offer a general MBA with no specializations. The new course **Leadership MGT 611** is introduced into the programme to strengthen further the leadership skills of graduates.

Please refer to **Annex 1 Structure of the programme** and **Annex 2 Syllabi**

Comment of the Committee

In line with the point above, the College has opted to not offer elective courses. This is not uncommon for MBA programs, including leading ones. But, the College has experience in offering elective modules in its current MBA format. As such, the committee invites the College to reflect on whether forgoing electives foregoes existing expertise.

Reply from the Institution

The comment has been noted and we would like to mention that the structure of the programme, as presented in the Document 200.1, aims to a general MBA with no specializations therefore it doesn't include elective courses.

The purpose of this programme is to offer advanced knowledge on the main aspects of Business Administration.

In order to strengthen the new structure and cover the main fields of Business Administration we have taken the following actions, as presented in the Document 200.1:

1. Introduced four (4) new courses into the programme:

- HRM & Leadership **now renamed to** HRM & Organisational Behaviour
- Business Law & Ethics
- Final Project Phase 1
- Innovation Management **now renamed to** Entrepreneurship & Innovation

2. Revised, renamed and modified elective courses into compulsory preventing overlapping of topics:

- Industrial Marketing Strategy **revised**.
- International Management **revised and renamed to** Global Management.
- Production & Operations Mgt **revised and renamed to** Operations Management.
- International Law **revised and renamed to** Business Law & Ethics.

3. Incorporated elements of elective courses into compulsory courses:

- Marketing Research **elements were incorporated in** Final Project Phase 1.
- International Marketing Strategy **elements were incorporated in** Managerial Marketing and Industrial Marketing Strategy.

- Marketing Channel Management **elements were incorporated** in **Managerial Marketing** and **Industrial Marketing Strategy**.
- International Trade Finance **elements were incorporated** in **Global Management** and **Managerial Finance**.
- Managing Diversity **elements were incorporated** in **Strategic Management**.
- Org. Change & Development **elements were incorporated** in **Strategic Management**.

4. Taken out the elective courses that provided specialization:

- International Financial Reporting & Analysis
- Advanced Financial Management
- Managerial & Cost Accounting

Please refer to **Annex 1 Structure of the programme**.

Comment of the Committee

For good reasons, which were clearly communicated to the committee, the student population does not include Cypriot or Greek students. This is limiting the potential of foreign students for further interactions.

Reply from the Institution

The comment has been noted and we would like to emphasize the high impact and the importance of an accredited programme of study by the CYQAA for the local and EU market. The accreditation of this programme will result in attracting a number of Cypriot, Greek and EU students who will provide further interaction and a more multicultural environment to international students.

However, we would like to mention the limitations to attract Greek students due to the current restrictions by DOATAP not to recognize accredited programmes of the Colleges in Cyprus.

Comment of the Committee

The modules are taught solely by local faculty but to enhance the international dimension of the program further consideration could be given in inviting visiting professors from abroad who could enhance the quality and research profile of the program.

Reply from the Institution

The comment has been noted and we would like to mention that we continuously trying to strengthen our programmes by inviting Visiting Professors and Professionals who share their knowledge/experiences with our students. The most recent activities of the current year are shown below:

- **Managing and Working in a cross cultural environment, Dr. Maria Hadjielia Drotarova.** Online visit: 23rd April 2021 at 12.30
 Guest speaker: **Mr Costas Eliades** (Franchise Area Operations Manager of TGI Fridays, Hard Rock Café and Jailbirds Chicken).
- **Event Management, Dr Maria Hadjielia Drotarova.** On line visit: 19th April 2021 at 9:30

Guest Speaker **Dr Vasilis Papavasiliou** The Hong Kong Polytechnic University School of Hotel & Tourism Management..

- **Strategic Management, Dr. Elena Malkawi.** Online visit: 11th of January 2021 at 09:00

Guest Speaker: **Dr Elena Khomenko** Novosibirsk State University (Russia)

- **Introduction to PR, Mr. George Antoniadis.** Online visit by : 23rd of December 2020 at 12:05

Guest Speaker: Professor **Dr Sotiroula Liasidou**, Cyprus University of Technology, department of Hotel and tourism management. Visiting Lecturer's presentation subject : Public Relations in the Hotel Industry.

Further to our efforts to have new collaborations with Institutions abroad we continuously try to strengthen our relations with Institutions in Cyprus.

- Members of CTL Eurcollege visited the Prof. Tasos Christofides (Rector of UCY), 29th of October 2020.
 - Visiting Professors
 - Joined Research projects
- A visit to the Prof. Panayiotis Zaphiris (Rector of CUT) has been scheduled by the end of Spring 2021 semester.

2. Student – centred learning, teaching and assessment (ESG 1.3)

Areas of Improvement and recommendations

Comment of the Committee

There is evidence of a solid admission process with well-documented criteria, but this could be tightened up if the program is to become more competitive in the future (e.g., higher prior Bachelor marks to enter into the program etc.). The English language entry requirements are relatively low.

Reply from the Institution

The comment has been noted and taking into consideration the comment by the Committee we have revised the Evaluation Criteria for postgraduate degree level programmes as shown below by increasing the percentage of the Academic Performance from 50% to 60%. Please see the revised criteria below:

Evaluation Criteria for postgraduate degree level programmes

1. Bachelor's Degree in the relevant field	5
2. Academic Performance	60
3. Other qualifications	5
4. Professional experience in the relevant field	10
5. Belong to socially vulnerable groups (they have serious health problem/s, are disabled, have disabled parents, are orphans, have parents with serious health conditions, or come from single parent families)	10
6. Socially active volunteers	5
7. Athletes / Artists	5

The English Language entry requirements are shown below and comply with the guidelines of The Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA) and the Common European Framework of Reference for Languages (CEFR).

1. TOEFL(IBT) minimum score 60-78
2. IELTS minimum score 6
3. IGCSE minimum grade B

3. Teaching Staff

(ESG 1.5)

Areas of Improvement and Recommendations

Comment of the Committee

While research is appreciated and encouraged, there is space for improvement in terms of how research is evaluated. In broad terms, scope of activities receives higher credit than focus on, say, leading publications. Although this approach fits the College vision and strategy, focusing on higher quality publications informed by international metrics could further enhance the reputation of the College in the long term.

Reply from the Institution

The comment has been noted and the College taking into consideration the comment of the Committee has issued the new procedure Research Evaluation Criteria Scheme shown below:

Research Evaluation Criteria Scheme - Adm_InP_09_003

CTL Eurocollege in order to promote the transparency and fairness towards the Faculty and Researchers has issued the Research Evaluation Criteria scheme as shown in the table below.

On completion of the academic year the Head of Research invites the Research Committee and the QA Committee to meet and discuss the evaluation of Researchers. The scores are included in the Faculty Evaluation completed by the Academic Dean and carry the 15% of the total marking scheme.

Researchers can earn points for their publications in peer review journals, publications in books, publications of papers in conference proceedings, publications of abstract in conference proceedings and publications in periodicals.

Publications of papers in conference proceedings, publications of abstract in conference proceedings and publications in periodicals are highly encouraged. Nevertheless, are awarded with a limited/maximum number of points are shown in the table below.

In order to promote and encourage the publications in high impact internationally recognized journals and the publications in books the scheme awards higher number of points.

Type Of Activity	Evaluation Scale	Max Points To Be Awarded
Publications in peer review journals (50 \geq) impact factor	65 points	Unlimited
Publications in peer review journals (50 $<$) impact factor	30 points	Unlimited
Publications in books	65 points	Unlimited
Publications of Paper in conference proceedings	20 points	40
Publications of Abstract in conference proceedings	10 points	10
Publications in periodicals	10 points	10

Description of the evaluation

Excellent	65 \geq	Average	\geq 10	$<$ 29
Very Good	\geq 40	Below Average	$<$ 10	$<$ 65
Good	\geq 30			$<$ 39

Comment of the Committee

The College could consider the introduction a research seminars series in which faculty members could present research papers a practice likely to improve the quality of the research. These initiatives could be undertaken not only within the College but also together with other Cypriot Universities and Colleges (sharing of seminar email lists, organization of joint research seminars etc.).

Reply from the Institution

The comment has been noted and we would like to mention that the College has published the CTL Eurocollege Social Sciences and Technology Research Journal [Volume 1, Issue 1 - Summer 2020](#) with research papers from its Faculty and Faculty from partner Institutions One of the objectives of the journal is to encourage the engagement of its Faculty and Faculty from various Institutions, businesses and social partners in conducting research.

Taking into account the comment of the Committee for further development in research, the College has decided to organize a series of research Symposiums with the participation of Faculty and Faculty from partner Institutions commencing on November 2021. The research Symposiums will give the opportunity to the participants to present their research work, thesis and research interests. Academics will be able to discuss current trends and methods applied in different types of research and also to shape collaborations for future research.

In addition to the above, the College has decided to organise Conferences with the participation of its Faculty and Faculty from partner Institutions every two years. Selected research work will be presented during the Conferences. Abstracts / Papers presented in the Conferences will also be published in the CTL Eurocollege Social Sciences and Technology Research Journal.

Finally, in order to enhance further the engagement of its Faculty and Students in research work and research activities, the College has scheduled an online Colloquium on July 2021. This research activity has been decided to be organised on a yearly basis and aims to support both the Faculty and Students to exchange ideas and experience in conducting research and preparing papers and thesis for publication.

4. Student admission, progression, recognition and certification (ESG 1.4)

Areas of Improvement and Recommendations

Comment of the Committee

In our session with the students, we asked for the reasons why the CTL Eurocollege is an institution where students would like to study, what this program offers to their professional development, if they face any difficulties due to Covid pandemic, and in overall, how if they find this program comprehensive. Students responded that they found the program to be designed to their needs, to provide the knowledge and the toolboxes that they need in their professional careers. We also asked open questions about their experiences with the transmission from traditional teaching to online tutorials, and what they would improve (we assume from our own experience that there are always things to improve). The responses were rather general but overall positive (e.g., “everything is perfect” or “nothing is to be improved”). The EEC felt that the program is well organized and the College provided all the assistance (academic and administrative) needed before and during the pandemic.

Reply from the Institution

The comment has been noted and we would like to express our satisfaction that our students who participated in the accreditation procedure are satisfied and do not have any negative issues with the College. It is with great pleasure that we receive this positive feedback by our students who appreciate our efforts to provide them assistance and guidance on academic and administrative matters during their studies.

However, there is always room for improvement in every aspect and in all areas. As an educational institution, it is our duty to continuously upgrade and improve our services to the benefit and the welfare of our student community. The college is continuously upgrading and trying to improve by getting feedback through the QA procedures that have been set, by taking into consideration suggestions and by following guidelines that are provided to us.

We would like to mention that in our efforts to have a channel of communication with our students:

1. We send a welcoming mail to all our students at the beginning of each semester as shown below:

Dear Students,

On behalf of the Administration of the College I would like to welcome you and wish all the best for the new academic year.

I would like to inform you that Career counseling is provided by a Professional Student/Career Counselor. You can arrange an appointment by email or at 25 736501.

Student counseling on personal matters is available and is provided by a licensed clinical psychologist. Appointments can be arranged during the week (09.00-18.00) by email or at 25 736501.

You can contact the relevant departments if you need any assistance regarding your studies.

You can contact your Lecturers during their Office hours if you need any assistance regarding your courses.

And finally you can contact the QA Officer personally or through e-mail, or through the Suggestion / Complaint box if you have any suggestions or complaints regarding the College. Suggestions / Complaints can be made anonymously.

You can also visit our website at www.ctleuro.ac.cy,

like us on facebook <https://www.facebook.com/ctleuro/>

follow us on instagram https://www.instagram.com/ctl_eurocollege_cy/

and subscribe to our channel on youtube

<https://www.youtube.com/channel/UCm8Tr-IdKgg2DrhzVP08Gzw> to keep up with our news and events.

- 2. We include students as members in all Committees.**
- 3. Students can participate in the election procedure for the Students' Union Committee.**
- 4. We follow the procedure "Lecturer and Course Evaluation by students"**
Aca_FEP_01_012.

Students are requested to complete anonymously the evaluation prior to the completion of classes of each semester. The evaluation is completed with an online survey development tool and is sent to students by e-mail one month prior the completion of classes.

The lecturers must ensure that the evaluations are completed in class during this period. The lecturer should leave the classroom when the survey takes place, so as to allow the evaluation process to run smoothly and in a non-biased way.

- 5. We follow the procedure "Student Satisfaction Survey"**
Qua_InP_06

The primary goal of the College is to maintain and improve high standards to ensure student satisfaction. The QA Officer conducts an anonymous survey among students at the end of each academic year. The survey is conducted through an online survey development tool.

- 6. We provide a Suggestion / Complaint Box**
Qua_InP_03

A suggestion / complaint box has been placed in the cafeteria for students to leave suggestions or complaints about College. All suggestions and complaints are welcome because they contribute to the upgrading of the Institution and its Programmes of studies. Suggestions/complaints can be made anonymously. Students and staff can also contact the QA Officer through e-mail.

Learning Resources and student support

(ESG 1.6)

Areas of Improvement

Comment of the Committee

Access to more databases would be a welcome addition. This could be on subscription fee basis or through bilateral agreements with other Colleges and Universities in Cyprus.

Reply from the Institution

The comment has been noted and we would like to mention that the College library is continuously upgraded and is equipped with a variety of books, journals and magazines.

As from May 2021, the College has become a member of KKTB (Κνηλνπξαμία Κππξιαθώλ Βιβιηνζεθώλ) which includes:

EBSCO Information Services: Includes 29 complete databases and e-books in various contexts

Turnitin plagiarism software

Academic Publishers (e.g Springer, Whilley etc)

All databases and e-books are accessible both locally and remotely from students and faculty members

Please see below the full list of databases offered through our Library:

Business Source Ultimate

Business Source Ultimate works for your students like a solid business plan – it offers an unprecedented wealth of peer-reviewed, full-text journals and other resources that provide historical information and current trends in business that spark discussion on future developments and changes in the business world.

eBook Academic Collection

This growing subscription package contains a large selection of multidisciplinary eBook titles representing a broad range of academic subject matter, and is a strong complement for any academic collection. The breadth of information available through this package ensures that users will have access to information relevant to their research needs.

Computers & Applied Sciences Complete

Computers & Applied Sciences Complete covers the research and development spectrum of the computing and applied sciences disciplines. CASC provides indexing and abstracts for nearly 2,200 academic journals, professional publications, and other reference sources from a diverse collection. Full text is also available for more than 1,000 periodicals.

Regional Business News

This database provides comprehensive full text coverage for regional business publications. *Regional Business News* incorporates coverage of more than 80 regional business publications covering all metropolitan and rural areas within the United States.

GreenFILE

GreenFILE offers well-researched information covering all aspects of human impact to the environment. Its collection of scholarly, government and general-interest titles includes content on

global warming, green building, pollution, sustainable agriculture, renewable energy, recycling, and more. The database provides indexing and abstracts for more than 1,000,000 records, as well as Open Access full text for more than 15,000 records.

Library, Information Science & Technology Abstracts

Library, Information Science & Technology Abstracts (LISTA) indexes more than 560 core journals, nearly 50 priority journals, and nearly 125 selective journals; plus books, research reports and proceedings. Subject coverage includes librarianship, classification, cataloging, bibliometrics, online information retrieval, information management and more. Coverage in the database extends back as far as the mid-1960s.

OpenDissertations

OpenDissertations is an open-access database built to assist researchers in locating both historic and contemporary dissertations and theses. Created with the generous support of the H.W. Wilson Foundation and the Congregational Library & Archives in Boston, it incorporates EBSCO's previously released American Doctoral Dissertations, and features additional dissertation metadata contributed by select colleges and universities from around the world. Providing researchers with citations to graduate research across a span of time, from the early 20th century to the present, this database will continue to grow through regular updates and new partnerships with graduate degree-granting institutions.

European Views of the Americas: 1493 to 1750

This new bibliographic database is a valuable index for libraries, scholars and individuals interested in European works that relate to the Americas. EBSCO Publishing, in cooperation with the John Carter Brown Library, has created this resource from *-European Americana: A Chronological Guide to Works Printed In Europe Relating to The Americas, 1493-1750*, the authoritative bibliography that is well-known and respected by scholars worldwide. The database contains more than 32,000 entries and is a comprehensive guide to printed records about the Americas written in Europe before 1750.

Psychology and Behavioral Sciences Collection

Psychology & Behavioral Sciences Collection is a comprehensive database covering information concerning topics in emotional and behavioral characteristics, psychiatry & psychology, mental processes, anthropology, and observational & experimental methods. This is the world's largest full text psychology database offering full text coverage for nearly 400 journals.

Food Science Source

Food Science Source[™] is an extensive full-text database designed to support the informational needs of the food industry at all levels. This collection offers unmatched full-text coverage of information relevant to many areas that are integral to the food industry. This database offers cover-to-cover full-text coverage for more than 1,400 publications, including journals, monographs, magazines, and trade publications, all directly dealing with food industry-related issues. More than 1,000 key food industry and market reports are available.

Teacher Reference Center

Teacher Reference Center provides indexing and abstracts for 280 of the most popular teacher and administrator journals and magazines to assist professional educators.

Academic Search Ultimate

Academic Search Ultimate offers students an unprecedented collection of peer-reviewed, full-text journals, including many journals indexed in leading citation indexes. The combination of academic journals, magazines, periodicals, reports, books and videos meets the needs of scholars in virtually every discipline ranging from astronomy, anthropology, biomedicine, engineering, health, law and literacy to mathematics, pharmacology, women's studies, zoology and more.

Art & Architecture Complete

Art & Architecture Complete provides full-text coverage of 380 periodicals and more than 220 books. In addition, this database offers cover-to-cover indexing and abstracts for more than 780 academic journals, magazines and trade publications, as well as for over 230 books. *Art & Architecture Complete* also provides selective coverage for 70 additional publications and an Image Collection of over 63,000 images provided by Picture Desk and others.

eBook Business Collection

EBooks are selected for this collection to assist students and scholars with various business research, special project and entrepreneurial needs, and to help students understand general business concepts. The *eBook Business Collection* encompasses a variety of business topics, such as marketing, finance, supply chain management and entrepreneurship, with additional focus on career growth, personal development, communication and networking.

CINAHL Plus with Full Text

CINAHL Plus® with Full Text is a robust collection of full text for nursing & allied health journals, providing full text for more than 770 journals indexed in *CINAHL®*. This authoritative file contains full text for many of the most used journals in the *CINAHL* index, with no embargo. *CINAHL Plus with Full Text* is the core research tool for all areas of nursing and allied health literature. Full text coverage dates back to 1937.

Humanities International Complete

provides full text of hundreds of journals, books and other published sources from around the world. Produced by Whitston Publishing (an imprint of EBSCO Publishing), this database includes all data from *Humanities International Index* (more than 2,300 journals and more than 2.9 million records) plus unique full text content, much of which is not found in other databases. The database includes full text for more than 1,200 journals.

Education Research Complete

Education Research Complete is the definitive online resource for education research. Topics covered include all levels of education from early childhood to higher education, and all educational specialties, such as multilingual education, health education, and testing. *Education Research Complete* provides indexing and abstracts for more than 2,100 journals, as well as full text for more than 1,200 journals, and includes full text for nearly 500 books and monographs.

Communication & Mass Media Complete

Communication & Mass Media Complete provides the most robust, quality research solution in areas related to communication and mass media. *CMMC* incorporates the content of *CommSearch* (formerly produced by the National Communication Association) and *Mass Media Articles Index* (formerly produced by Penn State) along with numerous other journals in communication, mass media, and other closely-related fields of study to create a research and reference resource of unprecedented scope and depth encompassing the breadth of the communication discipline. *CMMC* offers cover-to-cover (-corell) indexing and abstracts for more than 570 journals, and selected (-priorityll) coverage of nearly 200 more, for a combined coverage of more than 770 titles. Furthermore, this database includes full text for over 450 journals.

ERIC

ERIC, the Education Resource Information Center, provides access to education literature and research. The database provides access to information from journals included in the *Current Index of Journals in Education and Resources in Education Index*. Content includes journal articles, research reports, curriculum and teaching guides, conference papers, dissertations and theses, and books dating back to 1966.

Environment Complete

Environment Complete contains more than 2.4 million records from more than 2,200 domestic and international titles going back to 1888 (including over 1,350 active core titles) as well as more than 190 monographs. The database also contains full text for more than 920 journals.

Health Source - Consumer Edition

This database is the richest collection of consumer health information available to libraries worldwide, providing information on many health topics including the medical sciences, food sciences and nutrition, childcare, sports medicine and general health. *Health Source: Consumer Edition* provides access to nearly 80 full text, consumer health magazines.

AHFS Consumer Medication Information

AHFS Consumer Medication Information is a trusted source and recognized standard for patient drug information, available in both English and Spanish. Published by the American Society of Health-System Pharmacists, AHFS includes more than a thousand drug information monographs written in lay language for consumers and has been a Top Ten Award Winner in the Department of Health and Human Services National Consumer Education Materials Contest. This content is updated monthly.

Health Source: Nursing/Academic Edition

This database provides nearly 550 scholarly full text journals focusing on many medical disciplines. *Health Source: Nursing/Academic Edition* also features the *AHFS Consumer Medication Information*, which covers 1,300 generic drug patient education sheets with more than 4,700 brand names.

SPORTDiscus with Full Text

SPORTDiscus with Full Text is the world's most comprehensive source of full text for sports & sports medicine journals, providing full text for 550 journals indexed in *SPORTDiscus*. This authoritative file contains full text for many of the most used journals in the *SPORTDiscus* index - with no embargo. With full-text coverage dating back to 1930, *SPORTDiscus with Full Text* is the definitive research tool for all areas of sports & sports medicine literature.

Humanities Abstracts (H.W. Wilson)

Humanities Abstracts[™] provides detailed indexing for almost 700 periodicals covering the humanities—of which 470 are peer-reviewed—dating as far back as 1984, including feature articles, interviews, bibliographies, obituaries, and original works of fiction, drama, poetry and book reviews, as well as reviews of ballets, dance programs, motion pictures, musicals, radio and television programs, plays, operas, and more.

MasterFILE Reference eBook Collection

This ebook reference collection offers a rich selection of eBook titles covering a broad range of general reference subjects. Topics include biography, history, careers, cooking, literature, genealogy, health, parenting, personal finance, politics, architecture, science, current events, social-emotional health, sports, and travel.

MasterFILE Premier

Designed specifically for public libraries, this multidisciplinary database provides full text for nearly 1,700 periodicals with full-text information dating as far back as 1975. Covering virtually every subject area of general interest, *MasterFILE Premier* also contains full text for nearly 500 reference books and over 164,400 primary source documents, as well as an Image Collection of over 592,000 photos, maps & flags. This database is updated daily via EBSCOhost.

Newspaper Source

Newspaper Source provides cover-to-cover full text for more than 40 (U.S.) & international newspapers. The database also contains selective full text for 389 regional (U.S.) newspapers. In addition, full text television & radio news transcripts are also provided.

MEDLINE Complete

MEDLINE Complete provides authoritative medical information on medicine, nursing, dentistry, veterinary medicine, the health care system, pre-clinical sciences, and much more. *MEDLINE Complete* uses MeSH (Medical Subject Headings) indexing with tree, tree hierarchy, subheadings and explosion capabilities to search citations from over 5,400 current biomedical journals. *MEDLINE Complete* is also the world's most comprehensive source of full text for medical journals, providing full text for over 1,800 journals indexed in MEDLINE. Of those, more than 1,700 have cover-to-cover indexing in *MEDLINE*, and of those, over 900 are not found with full text in any version of *Academic Search, Health Source* or *Biomedical Reference Collection*. This wide-ranging file contains full text for many of the most used journals in the MEDLINE index - with no embargo. With coverage dating back to 1857 and full-text back to 1865, *MEDLINE Complete* is the definitive research tool for medical literature.

Political Science Complete

Political Science Complete (PSC) provides full text for more than 520 journals, and indexing and abstracts for over 2,900 titles, (including top-ranked scholarly journals), many of which are unique to the product. The database also features over 340 full-text reference books and monographs, and over 36,000 full-text conference papers, including those of the International Political Science Association.

Research Starters - Sociology

Research Starters are study and research guides designed specifically for advanced high school students, college students and selected graduate students. They consist of comprehensive, yet concise topic summary articles of about 3,000 words in length written by researchers, scholars and other subject matter experts.

Springer <https://link.springer.com/>

Nature <https://www.nature.com/>

ResearchGate <https://www.researchgate.net/>

**Springer Core & Optimum journal package: Springer, Palgrave and Academic journals
WILEY (Journals with Database Model)**

TURNITIN

<https://www.turnitin.com/> (Retrieved March 3, 2021).

Comment of the Committee

The College will need to ensure that the adequacy of resources is maintained and updated in light of changing student numbers (especially if the year-on-year increases are realized) and in light of ongoing advances in academic knowledge, and developments in professional practice.

Reply from the Institution

The comment has been noted and we would like to refer to the following procedure:

Quality Assurance As Regards Learning and Student Resources - Qua_InP_05

On completion of the academic year, the Academic Dean, the Academic Committee, the QA Committee and the Librarian meet to review the quality of the learning and student resources provided to students.

At the meeting, the participants:

1. Confirm the efficacy of the lecture rooms and their facilities.
2. Certify the renewal of the electronic library subscription.
3. Verify that the databases provided to students and staff through the electronic library are sufficient.
4. Substantiate that the databases support the research and development strategy set by the college.
5. Verify the renewal of magazines and journal subscriptions that support the programmes of study.
6. Corroborate that the library collection has been suitably enriched.
7. Establish that all library books are updated regularly and that all books mentioned in the syllabi are included in the library collection.
8. Confirm that the computer lab equipment is of the latest technology.
9. Certify that the building facilities are of an appropriate level and equally accessible to all students.
10. Verify that building facilities comply with the Health & Safety Regulations.
11. Confirming that the College complies with General Data Protection Regulation.
12. Verify that support services provided to students are of a high standard.

The QA Officer is responsible for monitoring the implementation of decisions taken at the meeting.

Comment of the Committee

The uncertainty about „face to face“ teaching post-Covid19 faced by all education institutions means that the College will need to ensure that it has „fail safe“ contingencies in place to ensure that students can access materials and learning remotely at any times when this is necessary.

Reply from the Institution

The comment has been noted and we would like to mention that we have issued the procedure Emergency COVID 19 measures Aca_OIP_25 according to the guidelines of The Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA) and in compliance with the Cyprus Law (The Processing Of Personal Data (protection of individuals) Law 138 (I) 2001 as amended), and when applicable from 25 May 2018, the EU General Data Protection Regulation (GDPR) in order to meet the new challenges with the Covid 19 pandemic as shown below:

Διαδικτυακά μαθήματα

Η διεξαγωγή των μαθημάτων σε όλα τα προγράμματα γίνεται κανονικά εξ' αποστάσεως με τηλεδιασκέψεις ακολουθώντας τις καθορισμένες ώρες του ωρολογίου προγράμματος μέσα από την ηλεκτρονική πλατφόρμα ELMS στην οποία έχει ενσωματωθεί ή εφαρμογή ZOOM για την οποία έχει αγοραστεί ο απαιτούμενος αριθμός αδειών χρήσης.

Το διδακτικό προσωπικό κατάρτιζεται επαρκώς και οι φοιτητές ενημερώνονται για τη χρήση της εφαρμογής με εγχειρίδιο που στέλνεται από το Ακαδημαϊκό τμήμα.

Οι φοιτητές έχουν κλειστές τις κάμερες των υπολογιστών τους και τα μαθήματα βιντεογραφούνται για σκοπούς ελέγχου και φυλάσσονται. Πρόσβαση έχουν μόνο εξουσιοδοτημένα άτομα του Ακαδημαϊκού τμήματος.

Ενδιάμεσες και τελικές εξετάσεις

Όλοι οι φοιτητές ενημερώνονται γραπτώς σε εύλογο χρονικό διάστημα πριν την έναρξη των εξετάσεων, ότι οι τελικές εξετάσεις επιβάλλεται να βιντεογραφούνται με βάση τις οδηγίες του φορέα ΔΙΠΑΕ. Σε περίπτωση που οποιοσδήποτε φοιτητής δεν επιθυμεί να βιντεογραφηθεί θα πρέπει να το δηλώσει γραπτώς μέσω email ώστε να διευθετηθεί διαζώσης εξέταση όταν και εφόσον οι συνθήκες το επιτρέπουν.

1. Το γραπτό ανεβαίνει στην πλατφόρμα ELMS από Ακαδημαϊκό Λειτουργό μία (1) μέρα προηγουμένως και ενεργοποιείται αυτόματα την ώρα έναρξης της εξέτασης ώστε να είναι προσβάσιμο από τους φοιτητές.
2. Οι φοιτητές σε κάθε σελίδα γράφουν μόνο τον αριθμό εγγραφής τους (χωρίς όνομα, χωρίς υπογραφή), για λόγους προστασίας προσωπικών δεδομένων..
3. Η υποβολή των γραπτών γίνεται στην πλατφόρμα στο χώρο ΕΡΓΑΣΙΕΣ (Δίπλα από το Υλικό).
4. Λόγω του ότι για κάθε εργασία μπορούν να ανέβουν μόνο 3 αρχεία δηλαδή 3 σελίδες στη δική μας περίπτωση. Για κάθε εξέταση υπάρχουν 3 sections, έτσι συνολικά οι φοιτητές μπορούν να ανεβάσουν μέχρι και 9 σελίδες. Εάν για παράδειγμα ένας φοιτητής υποβάλει 5 σελίδες τότε οι πρώτες 3 θα υποβληθούν στο PART A και οι άλλες 2 στο Part B. Οδηγίες στέλνονται στους φοιτητές αλλά δίνονται και προφορικά οδηγίες κατά την έναρξη της εξέτασης.
5. Δεν χρειάζεται επιβεβαίωση παραλαβής από τον καθηγητή.
6. Στη συνέχεια γίνεται αυτόματη απενεργοποίηση του συνδέσμου στον οποίο θα υποβάλλονται τα γραπτά, μετά το πέρας του προκαθορισμένου χρόνου της εξέτασης (συμπεριλαμβανομένου και του επιπλέον χρόνου για υποβολή +15 λεπτά).
7. Για δυσκολίες που αφορούν την ανάγνωση γραπτών χρησιμοποιούνται όλα τα τεχνολογικά μέσα που διατίθενται (π.χ zoom in ή light).

Διαδικασία Εξέτασης:

Ο καθηγητής υπογράφει και δεσμεύεται γραπτώς ότι θα ακολουθήσει πιστά τη διαδικασία και ότι θα καταστρέψει όλα τα αρχεία που έχει στην κατοχή του, για προστασία προσωπικών δεδομένων μετά την αποστολή τους στο Ακαδημαϊκό τμήμα και την ολοκλήρωση των εξετάσεων.

- I. Βιντεογράφιση της εξέτασης (Αυτόματα με την έναρξη της τηλεδιάσκεψης). Ενημερώνονται προφορικά οι φοιτητές ότι η εξέταση απαιτείται να βιντεογραφηθεί με βάση οδηγίες του Φορέα ΔΙΠΑΕ για τη διασφάλιση του αδιάβλητου των εξετάσεων. Τα δεδομένα αποθηκεύονται σε ασφαλή Βάση Δεδομένων και είναι προσβάσιμα μόνο από εξουσιοδοτημένα άτομα. Οι φοιτητές ενημερώνονται εκ των προτέρων με μήνυμα.
- II. Ταυτοποίηση (Ενεργοποίηση κάμερας και ταυτοποίηση των συμμετεχόντων). Μετά την ενσωμάτωση της εφαρμογής ZOOM στη δική μας ELMS πλατφόρμα και κατ' επέκταση με την βάση δεδομένων των εγγεγραμμένων φοιτητών, η σύνδεση σε μάθημα/εξέταση μπορεί να γίνει μόνο από εγγεγραμμένους φοιτητές στο μάθημα. Παρόλα αυτά η μέθοδος της ταυτοπροσωπίας ακολουθείται για τη διασφάλιση του αδιάβλητου των εξετάσεων.
- III. **Η κάμερα και τα μικρόφωνα των φοιτητών πρέπει να είναι ανοικτά καθ' όλη τη διάρκεια της εξέτασης.**

- IV. Οι φοιτητές εισέρχονται στην τηλεδιάσκεψη και το πλήρες όνομα αλλά και ο αριθμός εγγραφής τους εμφανίζεται αυτόματα στη λίστα των συμμετεχόντων. Οι φοιτητές γράφουν τη λέξη "present" στην

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- περιοχή του chat area έτσι ώστε μόλις τερματιστεί η τηλεδιάσκεψη το chat area αποθηκεύεται αυτόματα και καταγράφονται οι παρουσίες.
- V. Φοιτητές μπορούν να εισέλθουν στην εξέταση με μέγιστη καθυστέρηση 45 λεπτά. Μετά το πέρας του προβλεπόμενου χρόνου δεν δίνεται άδεια εισόδου (Admit)
- VI. Όλα τα μαθήματα πρέπει να βιντεογραφούνται (οδηγία του Φορέα ΔΙΠΑΕ)
- VII. Καθ' όλη τη διάρκεια της εξέτασης καταγράφονται οι παρατηρήσεις που αφορούν παράξενες συμπεριφορές, εάν προκύψουν (π.χ: καθυστερημένη είσοδος στο σύστημα: Ο φοιτητής XYZ παρουσιάστηκε στις 10 πμ ενώ η εξέταση άρχιζε στις 9:00, π.χ: Η φοιτήτρια ΑΒΓ έσβησε την κάμερα της). Η αναφορά διεξαγωγής εξετάσεων πρέπει να παραδοθεί (εάν υπάρχει) μαζί με τα γραπτά και την αναφορά με τις βαθμολογίες (excel file of students' grades) ηλεκτρονικά.
- VIII. Δίνονται σαφείς οδηγίες στους φοιτητές και δεν υπάρχει καμία ελαστικότητα σε περιστατικά ανυπακοής, εκτός και εάν υπάρχει αδιαμφισβήτητο αποδεικτικό στοιχείο το οποίο θα πρέπει να αποστείλει ο φοιτητής στο επιτηρητή και ο επιτηρητής με τη σειρά του να το υποβάλει για να εξεταστεί από το Disciplinary Committee.
- IX. Μετά το πέρας των εξετάσεων κατεβάζονται τα αρχεία που υποβλήθηκαν από τον κάθε φοιτητή για διόρθωση.
- X. Διατηρείται ηλεκτρονικό αρχείο με όλες τις φωτογραφίες του κάθε γραπτού και υποβάλλονται όπως και οι ενδιάμεσες εξετάσεις στο Ακαδημαϊκό τμήμα μαζί με την αναφορά των βαθμολογιών (excel αρχείο). Μην προβείτε σε ηλεκτρονική βαθμολόγηση πάνω στις φωτογραφίες, θέλουμε να διατηρήσουμε τις αυθεντικές εικόνες.
- XI. Αφού ολοκληρωθεί η διαδικασία από πλευράς των καθηγητών, παραδίνονται όλα τα αρχεία που αφορούν τις Τελικές εξετάσεις (βίντεο, ηλεκτρονικά γραπτά, αναφορά με βαθμολογίες και αναφορά διεξαγωγής εξετάσεων) και συμπληρώνονται στην πλατφόρμα ELMS όλες οι βαθμολογίες. Ενημερώνονται οι ακαδημαϊκοί λειτουργοί άμεσα, έτσι ώστε να διαγράφονται από την πλατφόρμα τα αρχεία που υποβλήθηκαν από τους φοιτητές λόγω προστασίας προσωπικών δεδομένων.
- XII. Αφού επιβεβαιωθεί η παραλαβή των αρχείων από Ακαδημαϊκή Λειτουργό ο καθηγητής καταστρέφει όλα τα αρχεία που έχει στην κατοχή του, όπως έχει δεσμευτεί με βάση τη δήλωση που υπογράφηκε για προστασία προσωπικών δεδομένων.

7. Additional for doctoral programmes
(*ALL ESG*)

N/A

8. Eligibility (Joint programme)
(*ALL ESG*)

N/A

B. Conclusions and final remarks

Comment of the Committee

Update course titles to more accurately reflect course contents.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this by renaming, revising existing courses and introducing a new course shown below:

1. **HRM & Leadership MGT 600** course revised and renamed to **HRM & Organisational Behaviour**.
2. **Innovation Management MGT 609** course renamed to **Entrepreneurship & Innovation**.
3. **Leadership MGT 611** has been introduced into the programme.

Please refer to the answer provided in **Section 1 - Study programme and study programme's design and development page 3 - 5** and in **Annex 1 Structure of the programme**.

Comment of the Committee

Consider the content/titles of Finance courses to be more of more general interest, avoiding specialized topics.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this by taking the following actions:

1. **Financial Management FIN 601** course remains in the structure as it serves the aim of the programme to offer general knowledge on financial issues.
2. **Financial Markets & Institutions FIN 606** course is replaced by the new course **Leadership MGT 611** in order to serve our aim to offer a general MBA with no specializations. The new course **Leadership MGT 611** is introduced into the programme to strengthen further the leadership skills of graduates.

Please refer to the answer provided in **Section 1 - Study programme and study programme's design and development pages 3 - 5** and in **Annex 1 Structure of the programme**.

Comment of the Committee

Reconsider the offering of electives

Reply from the Institution

The comment has been noted and we would like to mention that our aim is to offer a general MBA with no specializations therefore the new structure doesn't include elective courses. The purpose of this programme is to offer advanced knowledge on the main aspects of Business Administration.

Please refer to the answer provided in **Section 1 – Study programme and study programme's design and development page 3-5** and **Annex 1 Structure of the programme**.

Comment of the Committee

Intensify efforts to attract Cypriot students

Reply from the Institution

The comment has been noted and we would like to mention that upon accreditation of the programme we will intensify our efforts to attract Cypriot students following the strategy shown below:

1. Follow a marketing strategic plan as provided by our Marketing Advisors.
2. Invest a bigger budget to intensify the advertising campaign.
3. Visit local companies promoting the programme to its employees and offer tuition packages.
4. Offer more scholarships.
5. Offer competitive tuition fees.
6. Offer flexible payment schemes.
7. Offer flexible timetable.
8. Advertise the programme in online and offline media.

Comment of the Committee

Internationalization could be improved in a number of ways including hosting visiting faculty from institutions outside Cyprus

Reply from the Institution

The comment has been noted and we would like to mention that the College holds the award of the Erasmus+ Charter for Higher Education (ECHE) and is an Erasmus Chartered Institute offering exchange opportunities to Staff, Students and Programmes of Study. The College has agreed to cooperate in the exchange of students and/or staff in the context of the Erasmus+ programme with the following Institutions:

1. Universidad Catolica San Antonio de Murcia in Spain
2. Universum College Kosovo
3. Tbilisi State Academy of Arts in Georgia
4. Alberta College - Latvia
5. Poltava University Of Economics And Trade – Ukraine
6. Akademia Wychowania Fizycznego we Wroclawin

In addition to the above the College is continuously making efforts to attract visiting Professors from Institutions outside Cyprus with the most recent shown below:

- **Event Management, Dr Maria Hadjielia Drotarova.** On line visit: 19th April 2021 at 9:30

Guest Speaker **Dr Vasilis Papavasiliou The Hong Kong Polytechnic University School of Hotel & Tourism Management.**

- **Strategic Management, Dr. Elena Malkawi.** Online visit: 11th of January 2021 at 09:00

Guest Speaker: **Dr Elena Khomenko Novosibirsk State University (Russia)**

- **Dr Anikó Kelemen-Erdős - Obuda University, Budapest, Hungary** visited our College on November 2019.

- **Professors Dr Vita Stige and Dr Agnis Skuskovniks - Alberta College, Riga, Latvia** visited our College in May 2019 and taught information technology and business courses.

Comment of the Committee

Intensify (existing) links with industry in part by the development of internships.

Reply from the Institution

The comment has been noted and we would like to mention that our policy is to continuously enhance our collaboration with companies in the business world who offer career development opportunities to our students.

Till present, the College has been collaborating with the following companies:

Forex companies:

Windsor Broker and IQ Option Europe Ltd
Scope Markets

Law firms:

Costas Tsirides & Co LLC
Panikos A. Leonidou & Co Advocates & Legal Consultants
Andreas Savva & Partners LLC Advocates – Legal Consultants
Elias Neocleous & Co LLC)
Petros Yiannakos & Associates LLC

Hotels

Atlantica Hotels
Forest Park Hotel
Curium Palace Hotel
Sylva Hotel
St. Raphael Resort

Catering Industry

Pizza Hut
Burger King
Subway sandwiches
Corina snacks

Telecommunications

CYTA
Cablenet

IT companies

PC Gear
Fularo Online media and Communication Services

Shipping Companies

Lavar Shipping Ltd

Apart from the collaboration and links that the College has established with the local business world, we have collaboration agreements with companies abroad through the Erasmus+ programme. One of our students has completed his traineeship in Avezzano, Italy where he worked for the company The Digital world.

The Administration of Ctl Eurocollege would like to express its gratitude to The Cyprus Agency of Quality Assurance and Accreditation in Higher Education as well as to the External Evaluation Committee for the positive and constructive comments made in the external evaluation report regarding the programme of study -Business Administration (3 academic semesters plus an optional foundation academic year, 90 ECTS Master (MBA)). After taking into account the comments and suggestions of the External Evaluation Committee, the Internal Quality Assurance Committee of the Institution has taken the necessary measures outlined in this document.

C. Higher Education Institution academic representatives

name	position	signature
Andreas Papathomas	Executive director	
Lakis Papathomas	Administration and Finance director	
Dora Konstantinou	Academic Dean	
Dr Elena Malkawi	Head of the Business field	
Marianna Papathoma	QA officer	

Date: 28/5/2021