Doc. 300.3.2

Date: 11/3/2021

Higher Education Institution's Response
(Departmental)

- **Higher Education Institution:**
  European University Cyprus

- **Town: Nicosia**

- **School/Faculty: Business Administration**

- **Department: Management and Marketing**

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

Programme 1
In Greek:
Διοίκηση Επιχειρήσεων (4 Έτη/240 ECTS, Πτυχίο)
In English:
Business Studies (4 Years/240 ECTS, B.B.A.)

Programme 2
In Greek:
Διοίκηση Επιχειρήσεων (18 μήνες/90 ECTS, Μεταπτυχιακό)
In English:
Business Administration (18months/90 ECTS, M.B.A.)

Programme 3
In Greek:
Διοίκηση Επιχειρήσεων (3 Έτη /180 ECTS, Διδακτορικό)
In English:
Business Administration (3 Years/180 ECTS, PhD)

Department's Status: Currently Operating

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.300.3.1) must justify whether actions have been taken in improving the quality of the department in each assessment area.*

- *In particular, under each assessment area, the HEI must respond on, <u>without changing the format of the report</u>:*

    - *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. 300.3.1).*

- *In case of annexes, those should be attached and sent on a separate document.*

The Department of Management and Marketing of the European University Cyprus wishes to express its sincere gratitude to the External Evaluation Committee (EEC) for the re-evaluation of the Department. The collegial spirit created by the members of the EEC during the evaluation processes created an atmosphere of knowledge sharing and synergy, which allowed the members of the Department to support the re-evaluation to the best of their abilities. It is thus, with great pleasure that the Department of Management and Marketing noted the positive feedback of the EEC and we appreciate its insightful recommendations, which provided us the opportunity to further improve our quality and ensure the further strengthening of our value proposition.

In the following pages, we respond in detail to all recommendations for improvement as suggested by the EEC and we provide all relevant information to explain the actions taken to this effect.

1. Department's academic profile and orientation

Comments by EEC:

The EEC encourages the School to:
(i) Further improve the coordination between core faculty and temporary/part-time/adjunct or visiting faculty in order to safeguard the already heavy workload of core faculty (1.1.5);

(ii) Strengthen and leverage the connections with alumni to maintain the high quality of its educational programmes, to grow internships and industry (applied) research projects and, last not but least, for marketing, branding and communication purposes (1.2.4);

(iii) Strengthening the internal and external communication and internationalization strategies with respect to the high quality offerings of the School and Department will further facilitate the School to attract more international students (1.3.3).

Response by EUC:

The Department acknowledges the above and to this end, it has paved the way through a series of actions, presented below:

(i) To improve the coordination between full-time faculty and part-time scientific collaborators/special scientists, in addition to its current efforts of organising meetings for part-time staff, the Department has participated in a university wide initiative under an Ad-Hoc Committee which was set-up by the Senate in March 2020 in the design of and has adopted a Mentoring Scheme for all its part-time academic staff. The Mentoring scheme, which is aimed at all part-time academic staff, is based on promoting a synergetic, purposeful conversation and reflection on experience amongst all instructors.

In particular, the scheme ensures that newly hired part-time academic staff are provided with all the necessary information and support once they commence their cooperation with the Department and throughout their collaboration. To this effect, it entails an Orientation Program, so as to effectively integrate part-time academic staff in the culture and the programs of the Department, as well as continuous, active mentoring by a senior member of the Department, who serves as a course coordinator. Such mentoring spans across an array of activities, from course content and course delivery to dealing with students issues and complaints. Details on the draft of the Mentoring Scheme to be submitted to the Senate for final discussion and approval are presented in Appendix I.

Hence, through investing in our part-time academic staff, future collaboration becomes both more effective and efficient, which will in turn positively affect the workload of full-time faculty, by reducing in the longer term their workload.

(ii) To further strengthen and capitalise on its strong alumni network, under the umbrella of the University's Career Centre, the Department engages with its alumni on a number of grounds, as follows:

- Through the CSM platform used by 38 companies which are led by EUC Alumni and multiple international companies. The CSM Career platform empowers Alumni, years after graduation to source Career Development opportunities and remain informed about upskilling and retraining events.

- A monthly Career Newsletter promoting events, current issues and vacancies is distributed. The Newsletter is send to 23,780 students and Alumni.

- Though a dedicated website for our Alumni (https://alumni.euc.ac.cy/), where Alumni may obtain information on numerous actions, activities and initiatives. To further enhance the value of the EUC Alumni website, the website is currently being re-engineered to address more effectively the needs of its Alumni and it will incorporate an Alumni Business directory as well. Through the said website, the Alumni Association has a strong presence on Social Media, as well.

-

- Connected with alumni through LinkedIn, whereby through the platform, alumni is informed about the Career Center's services and is also encouraged to consider recruiting among peers. In doing so, the Career services promote interconnectivity among graduates as well.

- The Career Center is currently extending its efforts through creating Alumni Chapters in other countries. To date it has mobilized a Greek Alumni Chapter. In doing so, more alumni can interconnect and use the existing structures and opportunities, but even more importantly extend the Career Center's international identity. A more externally focused Alumni approach policy helps the engagement of more International Alumni stakeholders.

- Presenting on an annual basis the Career Center Services and platforms through the Alumni LLLP (Annual Alumni Life Long Learning Program), essentially acting as a reminder to alumni throughout the world to use the Career Services platforms for their recruiting needs

- Under the Life Long Learning Program, various seminars/webinars, on a plethora of topics, from business-related to social issues are delivered, to further strengthen alumni relations.

These efforts maintain an open communication channel with our alumni, enable the constant provision of valued information/activities to alumni and enhance their bonds and base for a mutually-beneficial collaboration. Such collaboration entails the flow of alumni as guest speakers, internships for our students and the collaboration in applied projects. For the latter, particular emphasis is also given through the Science Shop run by the Department, whereby under its umbrella, questions from organisations, including companies led by EUC alumni, are rephrased into scientific research projects.

(iii)   In line with the EEC's suggestion, the internal and external communication is further strengthened through the dissemination of pertinent information on the School's programs, events, collaborations and recruitment opportunities through the Facebook group "The Business Society"; as well as through in-class briefings on the said areas.

These in-class briefings are also used so as to strengthen our internationalisation efforts, whereby from Spring 2021 onwards, full-time faculty further, actively promotes Erasmus mobility to our students. EUC has been awarded by the European Commission a new Erasmus Charter for Higher Education 2021-2027. Hence, at the beginning of each semester an in-class presentation on the Erasmus mobility is delivered to all 2nd and 3rd year students. The presentation covers the scope and advantages of Erasmus mobility and the deadlines. Students who engage in Erasmus mobility can act as ambassadors for the Department and its offerings, among their peers.

Moreover, the international aspect is further pursued through the Erasmus exchanges of faculty. To this end, the University and the Department in particular, has paved the way since 2018. Specifically, since 2018, the University has held every year, an International Erasmus week, during which the Department of Management and Marketing had the majority of visit lecturers for each of those International Erasmus weeks. This will be further pursued and actively ensure that such visiting lecturers span across all the programs of the Department. Consequently, the International Week that was cancelled due to the COVID-19 pandemic, will be rescheduled for late F2021.

A notable and fruitful inter-institutional agreement under our international mobility framework is with the PSB Paris School of Business. The said collaboration is quite active, with mutual exchanges of faculty and students. To further enhance the international mobility framework, a further agreement was recently established (in September, 2020), between the School of Business with Ural Federal University, Ekaterinburg, Russia.

In addition, the University and the Department continue to grow by attracting a consistently –but steady- larger number of students from China. Collaboration agreements have already been secured with universities in China for postgraduate students (e.g. Minjiang University).

2. Quality Assurance

Comments by EEC:

The EEC recommends the School to further improve:
(i) The culture of high research output quality can be further strengthened by increasing the use of transparent, quantitative and ambitious targets with respect to research output (quality and quantity), in line with the School´s strategies to improve its international ranking position (FT50 criteria for research should be explicitly implemented) (2.1.4.2 and 2.1.5);

(ii) The School is encouraged to explicitly use (measurable) core elements of its vision and mission as specific indicators for the School´s "unique value proposition" in its assurance of learning systems (2.2.3);

(iii) To maintain its high quality standards with respect to academic support, its mechanisms and funds to support academic writing, and to increase the support needed for top-journal article submissions (2.2.25 and 2.18);

(iv)The School is encouraged to maintain and strengthen the communication about and (gradual tightening of) its admission criteria in order to attract more international students (2.2.8).

Response by EUC:

The Department would like to thank the EEC for its recommendations on Internal Quality Assurance, which it has embraced as follows:

We kindly inform the EEC that points (i) and (iii) have been addressed together as they pertain to the same scope of research support and output.

> (i and iii) Increasing the quality of the research output is a central pillar in both the University's and the Department's strategy. To this end, the Department promotes research synergies of its faculty, through the School's research centers and through research clusters of common research interests. With respect to the latter, from Spring 2021, the Department started investing further through organizing twice a year, a research meeting/workshop, whereby faculty discuss their research agenda, further promoting research synergies among the Department's members, but also supporting less active faculty and offering assistance. The first, online meeting is planned for May 2021.

> This culture of high quality research output is supported by a number of EUC's research support policies and mechanisms, including among others a policy on Teaching Hour Reduction (THR), the Sabbatical leave scheme, the "Annual Awards for Excellence in Research", as well as the available budgets for conference participation and membership in scientific and professional societies, and the Ph.D. Scholarships Award Scheme.

> In particular, the University recognizes and supports the need for the Faculty's engagement in systematic and consistent research activities and career advancement. Consequently, to motivate, support and enhance the faculty's research activities, the University has adopted the THR policy, which is part of the wider University Research Policy (Appendix II). Through the THR policy, faculty members who have a contractual obligation of 12 teaching hours per

semester, may, through this provision, have a reduced workload of either 6 or 9 hours per semester.

Following the introduction of the THR policy, the research activities of full-time faculty have substantially increased. This is evident from the steady increase in both the number of faculty who are granted a THR, and the parallel increase in research activities.

For instance, during the Spring 2020 semester, 35 full-time faculty members obtained a THR, 19 of which had a three (3) hour reduction, and 16 faculty members were granted a six (6) hour reduction. Within a year, the percentage of full-time faculty that was awarded a THR increased by 69% (February 2020 – February 2021), whereby in the Spring 2021 semester alone, 59 full-time faculty members were granted a THR: 37 members obtained a three (3) hour reduction, and 22 faculty members were granted a six (6) hour reduction. A number of the Department's faculty has systematically capitalized on the particular policy, while every year additional faculty members are eligible for the THR.

The figure below demonstrates the steady increase in the number of allocation of THR per semester (2014 to date).

Teaching Hours Reductions (THRs)
Total (blue), Projects & Books (orange), Points (green)
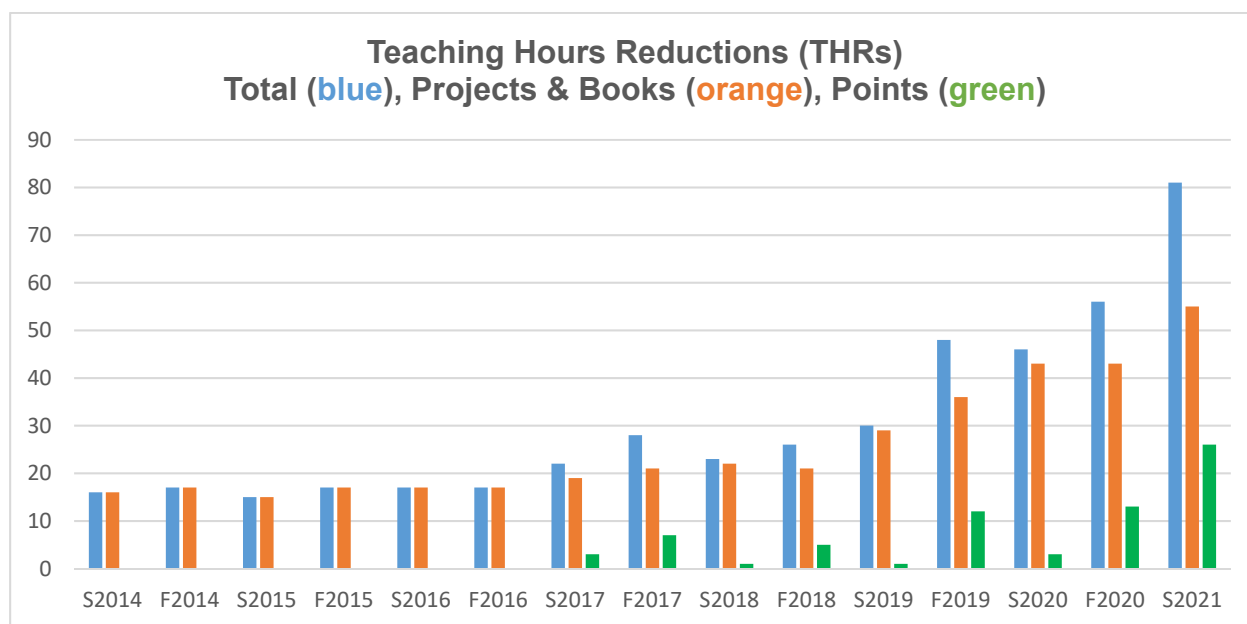
The THR policy has led into a boost of not only the quantity but also the quality of research output. Specifically, in the last five years, the University's output in Scopus indexed paper journals has **quintupled** as much. That is, for the years 2018, 2019 και 2020, the University's publications in Scopus indexed journals is of the order of 156, 192 and 312, respectively. On the basis of this track record, and provided that the University maintains the benchmark of 150 high quality journal articles in the years 2021 και 2022, it fulfils the criteria for the **Times Higher Education World rankings** in 2023.

The figure below depicts the steady increase in the number of University's output in Scopus indexed paper journals per calendar year (2011 to date).
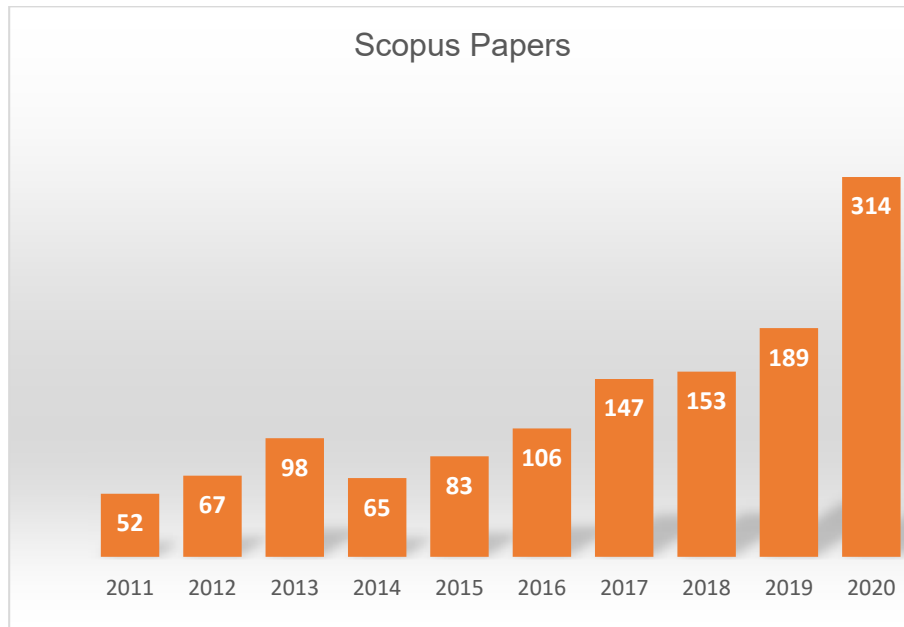
Moreover, the positive effect of the THR policy is evident from the strong growth in the research activity of the University as measured through competitive external research projects. Such funding has **quadrupled** during the last 5 years.

Apart from the cumulative nature of the THR policy, this high research culture is supported through the recently introduced Sabbatical leave scheme (Appendix III). The Sabbatical leave scheme aims at encouraging faculty members to engage in scholarly research and international networking, and it is granted with full remuneration. Sabbatical leave is granted for planned travel study, formal education, research, writing of papers, monographs and books or other experience of academic value. At the end of the Sabbatical period, the faculty member must submit a detailed report on the research activities performed under that period.

In addition, the "Annual Awards for Excellence in Research" may be seen as a further motivation for faculty to engage in high quality research. Specifically, two faculty members are awarded these Awards, on the basis of the quality and impact of their research. These two awards are:

The "EUC Research Award-Young Researcher", is awarded to young researchers that have demonstrated the ability to perform high-quality research. The Award aims to enhance young scientists' research activity who have shown an ability to produce significant and internationally recognized achievements from the early stages of their career.

The "EUC Research Award-Distinguished Researcher" is granted to excellent scientists with extensive research experience who have demonstrated significant and internationally recognized research results. The Award aims to appraise and promote the work and personality of these distinguished scientists who honour European University Cyprus through their high-quality research and its impact.

To be eligible, full-time faculty members must be nominated by February 28 of each year. The nominations are assessed by a special committee, comprised of both internal and external members.

A series of other incentives is also employed, so as to encourage and support full-time faculty in their research activities, as outlined below:

- Based on their research profile and activities (at the time of hiring), newly hired full-time faculty members may be granted a THR from the very first semester of employment.
- The University has also introduced the Ph.D. Scholarships Award Scheme. The general aim of the scheme is to reward faculty members who have been able to demonstrate an excellent recent research record. The scholarships are awarded to faculty members who fulfil the selection criteria of the scheme and who have a suitable Ph.D. candidate in their field. All full-time faculty members of the University who hold the rank of Assistant Professor or higher are eligible to apply for the award. The Ph.D. scholarships are awarded to the most promising candidates of any nationality. They cover the tuition fees of new Ph.D. students for the whole duration of their studies. Five (5) such scholarships have been announced for the academic year 2021-22.
- Following the Ph.D. scholarships award scheme, the University enhances Ph.D. students with the Policy for the Award of Scholarships for publishing a Scopus paper. This scheme awards scholarships to Ph.D. students who have presented an article to a Scopus Conference or published a paper in a Journal indexed by Scopus. The scholarships are in the form of a tuition fee exemption.
- In addition, an annual budget of 1470 Euro is available for each full-time faculty member, for participation in local and/or international conferences.
- A further, annual budget of the order of 120 Euro is available for each full-time faculty member, for subscription in scientific and professional associations.

In line with the EEC's recommendation to provide further academic support especially for academic writing and for top journal article submissions, in addition to the said synergies amongst faculty, the Department is setting up a research workshop in Spring 2021. The workshop will include a presentation, followed by a discussion on best practices amongst peers. It has also agreed, and a budget has been secured for a webinar on academic writing to be delivered by an external, international expert.

Under this culture and support for high quality research output, and in conjunction with the University's promotion criteria (detailed in the University's Charter, Appendix IV, pp. 74-79 and 105-111), the Department has agreed on the following guidelines for research output. These guidelines shift emphasis from mere quantity to quality publications, using standardized, worldwide criteria for Scopus, ABS, and FT50 articles, and provide clear, transparent and quantifiable targets. Given that the University largely bases its targets and international ranking position on Scopus papers, primary weight is given to the said publications.

The weight of each scientific work is presented below:

Journal papers:

- Scopus indexed paper – 3 points
- ABS indexed papers (1) – 2 points
- ABS indexed papers (2) – 3 points

- ABS indexed papers (3) – 6 points
- ABS indexed paper (4 or 4*) – 8 points
- FT50 paper – 10 points

In case a paper falls within two or more of the above categories, the category with the highest points will be applicable. For example, if a paper is a Scopus indexed paper and falls within the ABS category 3, then the paper earns 6 points.

Applied research:

Applied research relates to funded research projects, whether national or European research projects. The exact points awarded depend on the type of participation, as follows:

- Project coordinator:
  The project coordinators earn 3 or 4 points depending on whether the project is a national project (3 points) or a European project (4 points).
- Researcher:
  Researchers will receive 1 point for national projects and 2 points for European projects.

Book chapter:
- Book chapter – 1 point
- Book chapter (Scopus indexed) – 1.5 points

Conference papers:
Participation to conferences is also included in the awarded points, as they enhance the networking and the internationalization efforts of the Department, as follows:
- Conference – 0.5 point
- Conference (Scopus indexed) – 1.5 points

A minimum of 15, 30 and 60 points are required for each respective rank of Assistant Professor, Associate Professor and Professor. A further criterion should also be fulfilled for promotion, whereby a minimum of 10, 20 and 40 points for each rank should be earned from journal publications.

Rank	Total points	Minimum points from journal papers
From Lecturer to Assistant Professor	15	10
From Assistant Professor to Associate Professor	30	20
From Associate Professor to Professor	60	40

(ii) Following the EEC's recommendation for the School *to explicitly use (measurable) core specific indicators for the assurance of learning systems*, the following Table presents the Department's core elements of its vision and mission, as these are manifested in measurable parameters.

Aims & Objectives	Benchmarks
High quality education	Measured by Brand equity; rating/ranking organizations

Student-centered approach	Measured by Student Satisfaction Index and rating/ranking organizations; graduation rates; employability rates and career outcomes
Student employability	Measured by employability rates and career outcomes
Strong industry links	Measured by Internships; training and consulting services
High quality research	Measured by research funding income, rankings, ratings, publications and citations per faculty

(iv) Lastly, as suggested by EEC, the Department has revised the communication on its admission criteria, especially for its M.B.A. program. At present, the admission criteria are:

All applicants must hold a Bachelor's degree for post-graduate study. Application forms and the most current information about admission requirements can be obtained from the Office of Admissions. The post-graduate minimum admission requirements are as follows:

(a) A recognized Bachelor's degree or its equivalent.

(b) Proficiency in English. Applicants must submit proof of English proficiency. This must consist of at least one of the following:

1. *Proof that undergraduate instruction and coursework has been done in English*
2. *The Test of English as a Foreign Language (TOEFL) examination with a minimum score of 550 (paper-based total) or 213 (Computer based total).*
3. *IELTS with a score of 6.5 or English GCSE (GCE) O' Level with "C" or above. (in cases that the above English language requirements cannot be met for practical reasons, a student shall successfully complete the English Placement Test of the University.*

In addition to the above, now the communication will also include the following:
o *Priority will be given to candidates who have relevant work experience.*
o *A GMAT score of more than 550 will be considered as an advantage.*

3. Administration

No comments were indicated by the EEC

4. Learning and Teaching

Comments by EEC:

The EEC recommends that the School strengthen its communication with respect to admission criteria, specifically for its master and PhD programmes; also as part of a marketing and branding strategy (4.2.1).

With respect to the master and Ph.D. programmes, the role and importance of high quality research has already been stressed in the above. For the MBA programme, the EEC recommends the School to avoid the "closed shop" approach, i.e. in addition to retaining the School's Bachelor graduates for its master programme, strategies to attract more international students are advised, which, in turn, will help the School's international positioning.

Response by EUC:

As presented in Section 2 (pp. 8-9), the admission criteria of the M.B.A. program have been strengthened whereby priority will be given to candidates who have relevant work experience as well as to candidates with a GMAT score higher than 550. This was a valuable recommendation by the EEC since our M.B.A. program is one of the first in the country and enjoys a high reputation, which we constantly aim to further cement. Hence, it is expected that in view of the revised criteria the high quality of our M.B.A. program will be more effectively communicated, and the profile of the students to be enrolled, will be further strengthened; this will in turn, in the longer term further enhance the branding of our M.B.A.

The EEC has also recommended to avoid the "closed shop" approach for our Master program, so as to attract more international students and enhance our international positioning. The below Table presents the percentage of EUC graduates to our M.B.A. program, for the last three (3) years. As illustrated in the Table, the average percentage of EUC graduates continuing on our M.B.A. program, has been systematically reduced over the last three years. Even though the percentage of EUC graduates for the Greek audience of the conventional M.B.A. might seem to have peaked at certain times, this may essentially be seen as an outcome of the high quality education provided at the undergraduate level, the value obtained and a sign of the strong bonds created with the students through the undergraduate experience.

The scope for attracting international students, as suggested by the EEC lies in the English stream of the conventional and distance learning programs of study. For the distance learning program, the percentage of EUC graduates is relatively low, ranging from 4% to 13%, so the real challenge is increasing the number of international students to our conventional program. This has been consistently dealt with, and achieved during the last three years, whereby the said percentage has been reducing from 48% to 27%. Such an endeavor can be further supported with the revised admission criteria which highlight the competitiveness of the M.B.A. program and more importantly, through the proposed, redesigned curriculum of the program.

Table: Percentage of EUC graduates pursuing an M.B.A. program at EUC

Year	Degree	Enrolled students	EUC graduates	% of EUC graduates
2017	M.B.A. Greek	25	8	32%
	M.B.A. English	40	19	48%
	M.B.A. Greek (Distance Learning)	40	5	13%
	M.B.A. English (Distance Learning)	17	2	12%
		122	34	28%
2018	M.B.A. Greek	33	9	27%
	M.B.A. English	42	18	43%
	M.B.A. Greek (Distance Learning)	49	1	2%
	M.B.A. English (Distance Learning)	23	3	13%
		147	31	21%
2019	M.B.A. Greek	42	23	55%
	M.B.A. English	26	7	27%
	M.B.A. Greek (Distance Learning)	145	9	6%
	M.B.A. English (Distance Learning)	42	3	7%
		255	42	16%

5. Teaching Staff

Comments by EEC:

With respect to workload management of the core faculty and given the School´s strategies to grow the master programme offerings, the EEC recommends the School to explicitly and transparently specify its strategies with respect to staff/faculty recruitment to maintain and improve the ratio special teaching staff/permanent staff and to enable the growth in such programmes without overcharging staff and faculty.

Response by EUC:

The Department fully concurs with the EEC's recommendation. Given our aim to continue to grow through our postgraduate programs, upon the development of each new postgraduate program proposal, the Department carefully examines the academic staff needed to support the program. Specifically, the Department consistently reviews the market needs to identify opportunities for new programs. This process falls under, a bottom-up, six (6) stage process of new program introduction, which involves the final review and approval by University bodies outside the Department and School. The current academic year's procedure ended in mid-December 2020, therefore new postgraduate programs are currently discussed at the Department and School level and are expected to be proposed in the following round of the University's introduction of new programs, scheduled for the beginning of Fall 2021. During that process, and upon accreditation of the new postgraduate program by CY.Q.A.A., as currently is the practice, the Department will carefully examine the academic staff needed to support the programme. This will not only examine if there is availability from existing staff, but more importantly if, and how many new faculty recruitments are needed.

6. Research

Comments by EEC:

In order to achieve the ambitious targets and goals the School has set, the EEC strongly recommends the School to:
(i) Strengthen and continuously improve the research skills of students (specifically master students) by a.o. increasing the use of academic articles next to textbooks (certainly in master programmes) (6.4);

(ii) Maintain and further (consistently) improve the research output (FT50 criteria for journal publications, top-conference active attendance, …) of staff/faculty and PhD students (6.5);

(iii) Continuously improve the integration of research into teaching activities, specially at master level: maintaining research activities (research-driven projects) and/or the master thesis for its MBA is necessary to succeed (6.6);

(iv) Focus on strategies to increase external, non-governmental funding for its high quality research activities (6.8).

Response by EUC:

(i) We acknowledge and agree with the EEC's comment on constantly improving the research skills of students by increasing the use of academic articles. Indeed, academic articles form a core element of the students' learning experience, especially for our M.B.A. program, as they introduce students to the diverse research approaches that may exist in a research domain and enhance their analytical and critical skills. Course syllabi include a list of 3-5 academic sources, and each instructor on her/his semester course outline may add to the bibliography additional academic articles. Hence, it is common practice, that the Course Outlines of the M.B.A. courses are enriched with a plethora of additional learning material, an integral part of which are academic articles. A sample of Course Outlines are included in Appendix V, whereby under the section "Recommended/Additional readings" (please see pp. 3-4) the instructors indicate the articles or the journals to be considered.

(ii) As discussed in Section 2 (items i. and iii.) and following the EEC's recommendations, the Department will supplement its current practice with additional activities aimed at increasing high quality research output for its faculty. Such activities pertain to the organization of seminars/workshops/webinars to further enhance research synergies among faculty members and further develop their academic writing skills fir top journal publications. In addition, the Department will further intensify its efforts in supporting Ph.D. students to produce high quality research output. To this effect, Ph.D. students will not only be further encouraged to attend Ph.D. colloquia (as currently is the practice), but the Department will also introduce research colloquiums for its Ph.D. students, which will run annually. The first colloquium has been planned for Fall 2021.

(iii) The Department also concurs with the need to integrate research into teaching activities, especially for the M.B.A. program and to maintain research-driven projects. Consequently, in order to further enhance the individual scientific work of students, the M.B.A. ensures that

students will either complete a Master Thesis, which is essentially an individual research project largely based on industry-related problems or complete three (3) individual research projects, each based on resolving industry-related problems. The latter will be the larger part of the assessment of the three (3) elective courses.

(iv) The importance of attracting non-governmental funding for the research activities is also acknowledged by the Department. It is noted, however, that a culture whereby business organizations engage universities in research, is at its infancy in Cyprus. Nevertheless, currently members of faculty are engaged in projects funded by semi-governmental organizations. We have also recently entered a research agreement with a well-known supermarket chain, which at a first level provides funds used against the tuition fees of the students involved in agreed research projects. We aim to extend this collaboration to a larger-scale project which will involve the more active participation and funding of academic staff, leading to research papers.

7. Resources

Comments by EEC:

The EEC recommends the School to start working on professional fundraising strategies by leveraging its close connections with the industry.

Response by EUC:

Acting upon this valuable recommendation by the EEC, the Department has started to pursue professional fundraising by leveraging its close connections with the industry. To date, we have secured a budget from Ernst and Young which will fully finance the awards to be given to the students of our Innovation and Entrepreneurship course (that will run in the Fall 2021 semester).

A further agreement has been secured with Microsoft, which has transformed the current Microsoft Innovation Center at EUC into a research center for Entrepreneurship and will finance entrepreneurial activities and start-up companies.

B. Conclusions and final remarks

Comments by EEC:

As a conclusion, the EEC made ample observations of compliance by the School and University to the requirements, rules and regulations of the CY.QAA.

Main recommendations:

(i) the high quality of its "flagship" programme, the Bachelor in Business Administration/Business Studies and the way this program fully embeds the mission, vision and ambitions of the School and University;

(ii) the ambitions to strengthen the research quality as the basis for its current and planned Master and Ph.D. programmes;

(iii) the connections and dynamic interactions the School has and maintains with the industry (external stakeholders) with respect to both education and research, and

(iv) with the School and University professional strategic planning.

Identification of the main areas for improvement:

(i) strengthening the research output quality by the use of explicit, transparent, quantitative and ambitious targets and performance indicators with respect to research;

(ii) formalizing this research ambition through increasing the bar with respect to research output quality when it comes to the minimum requirements (i) for Ph.D. graduation and (ii) promotions/career development;

(iii) furthering internationalization through strategic alliances, exchange programs and/or agreements for its faculty, Ph.D. students and students (Erasmus+) and through (future) international accreditations. The pursuit of higher research quality output will leverage and facilitate such alliances and agreements (virtuous circle);

(iv) increasing the visibility of and (internal and external) communication about the many best-practices, highly quality offerings (student services, social life, student, faculty and staff wellbeing, …) and innovative approaches to education in general the School already puts in place.

Response by EUC:

The Department would like to thank the EEC for the constructive discussion and comments, on which we have acted upon as described below:

(i) In order to strengthen the quality of our research output, the Department has agreed to identify its efforts through:
   (a) Further promoting research synergies of its faculty, through the School's research centers and through research clusters of common research interests. To this end starting from the current year, the Department organizes twice a year, a research meeting/workshop for its full-time faculty.
   (b) Under this sphere, a presentation, followed by a discussion on academic writing and to top journal article submissions, will also take place.

(c) It has also been agreed, and a budget has been secured for a webinar on academic writing for top journal publications, which will be delivered by an external expert.

(d) This culture of high quality research output is supported by the EUC's a policy of Teaching Hour Reduction (THR), the Sabbatical Leave scheme, the "Annual Awards for Excellence in Research", the Ph.D. Scholarships Award Scheme, the Policy for the Award of Scholarships for Ph.D. students publishing a Scopus paper, as well as the available budgets for conference participation and subscription dues.

This increased emphasis on research quality output is directly linked to the advancement of faculty with explicit, transparent, quantitative and ambitious targets as explained in point (ii) below.

(ii) The Department has developed explicit, transparent, quantitative and ambitious guidelines pertaining to research output, which as suggested by the EEC are linked to promotions/career development. Specifically, the guidelines necessitate that a faculty earns a set quantifiable number which is an amalgam of the quantity and the quality of the research work of the faculty member.

These guidelines supplement the promotion criteria outlined in the University's Charter and are conditioned by both the research targets/ambitions of the Department and the University at large.

In addition, with respect to the minimum requirements for Ph.D. graduation, the Department has revised the requirement as follows:

> *PhD students should publish at least one paper in a scientific journal cited by Scopus index, preferably at FT50 journals, in the area of their doctoral dissertation.*

(iii) The Department also concurs with the importance of furthering internationalization through strategic alliances, exchange programs and/or agreements for faculty, Ph.D. students and students (Erasmus+) and through (future) international accreditations; and that this constitutes a virtuous circle with higher research quality output. To this effect, at a first level we aim, through the outlined activities to strengthen our research output and at a second level have started to pave the way with notable strategic alliances, such as the agreement with the University of Cambridge, and have co-organized Ph.D. Colloquia. We are also exploring certain strategic alliances with universities in China. We are certain that as our research record solidifies, we will secure further alliances and agreements, and move on with international accreditations.

(iv) We also thank the EEC for its comment on our many best practices, high quality offerings and innovative approaches to education. In line with the EEC's comment, we will communicate these more actively through our online portal "The Business Society" as well as through targeted class briefings.

In closing, we would like to say that the Department of Management and Marketing found the EEC's candid discussions, a constructive learning process. We all believe that this review was a positive experience and feel that we were provided with important input on how to move effectively forward. In addition, we have thoroughly reviewed the findings, strengths and areas of improvement clearly indicated by the EEC following its review and attempted to respond to each item specifically and succinctly, indicating our

actions. By embracing the EEC's comments and suggestions, we are convinced that our Department and its programmes will be able to more effectively ensure the learning outcomes of its students.

C. Higher Education Institution academic representatives

Name	Position	Signature
Dr. Myria Ioannou	Chairperson, Department of Management and Marketing	
Prof. Andreas Efstathiades	MBA/PhD Program Coordinator	
Dr. Pieris Chourides	Dean, School of Business Administration	

Date: 11/3/2021

European University Cyprus

EUC Framework on Mentoring Scheme for Newly Hired Full-Time Academic Staff and/or Part-Time Academic Staff

Basic Premises of Mentoring:

A Mentoring program is based upon providing a support system to promote a symbiotic interchange and it embraces the primary pillars of the mentor concept:

> **M**anages the relationship
> **E**ncourages
> **N**urtures
> **T**eaches
> **O**ffers mutual respect
> **R**esponds to the Mentee's needs

Mentoring is based on promoting a synergetic purposeful conversation and reflection on experience with aim to:
1) Challenge
2) Motivate, and
3) Inspire.

The effectiveness of the process is based on mutual trust, a genuine belief in the process, helping the mentee's ideas to flourish, and inspiration of a vision.

The principles applied include:

Synergy:
- Enriching for both mentor & mentee
- It's all about learning – not teaching
- Mentee is empowered to take responsibility of their life.

Relationship:
- Mentoring is a "power-free" partnership
- Develop mentee's independent thinking – not make them independent.

Uniqueness:
- This is not coaching or counselling
- Provides direction to channel efforts
- Nourishes ideas.
.

Mentoring Scheme(s)

A. Introduction/Induction/On-Boarding/Orientation Program

Basic Premises:
- Aim to familiarise newly hired Full-Time academic staff and/or part-time academic staff with the educational model of the School and the Department, the basic principles and means of teaching, as well as the rules and policies of European University Cyprus.
- The School/Department introduces the curriculum, the facilities and other necessary information for the hired Full-Time academic staff and/or part-time academic staff to integrate effectively and quickly into the programs of study.
- As we have professionals, we began to include support information for their integration into the Cyprus professional community.
- On-boarding is offered when instructors first start. Only when significant changes have been made in the function of the School/Department, would full- or part-time instructors be invited to participate again. In addition, however, many instructors who have participated in on-boarding programs are recruited to help with the orientation of new part- or full-time staff. The process of "see one, do one, teach one", further supports their understanding, but more importantly encourages engagement and investment into the program.

B. Dyad Mentoring

Structure Meetings around Student Evaluations

- Novice newly hired Full-Time academic staff and/or part-time academic staff can actively be mentored by a senior member of the faculty or leader/line manager.
- On a yearly basis, upon receipt of the student/course evaluations/surveys, a one-on-one meeting is scheduled to discuss the outcomes.
- While the meeting is designed around the student/course evaluations, it provides the opportunity for a mentor-mentee discussion that includes not only teaching, but also research, professional development and personal dilemmas, and/or goals.
- By planning a once-a-year meeting aiming to discuss teaching, research, development and personal dilemmas, and goals based on review of student evaluation outcomes, the new members are able to reflect on their personal development. The aim is not only to improve their teaching skills under close supervision, but to help the member become more engaged and invested, and ultimately satisfied.
- At the end of this once a year programmed meeting, a form is co-signed that outlines the items discussed for teaching, research, professional development, etc., including:
    1) Observations/outcomes from the teaching evaluations
    2) Goal-development
    3) Goal-activity alignment
    4) Goal-time alignment.
- The following year, upon the next structure meeting, the form is used to gauge outcomes and development.

Peer Mentoring Model

- Peer Groups forms a critical basis of peer mentoring. Peer groups offer:
    1. Psychosocial support: friendship, confirmation, emotional support, empathy
    2. Mutual professional development
    3. Collaborative problem solving.
- Schools/Departments can support peer or near-peer mentoring by introducing new members into the networks of the School/Department. This is typically done, by putting new members into committees of the school or department. Members can be rotated among different committees, until they find a network niche that they feel comfortable in (this part will take careful monitoring by the leadership of the Department/School.)
- Hence, the school/department encourages peer mentoring by the construction of ad-hoc committees.
    1. This creates deliberate networks – giving a "jump-start" to individual networking
    2. This creates common goals among the committee/network members
    3. This ensures peer or near-peer mentoring by frequent meetings imposed by their roles in the committee.
- Finally, by participation in these committees, the newly hired academic staff is introduced and exposed to the other aspects of their duties.

C. Portfolios

- An electronic portfolio system: this will include CV material, publications prizes, etc., but reflection and professional development outline as discussed with mentor and advisors.
- Mentoring is a crucial component for portfolio learning, as they assist not only in successfully compiling the information that goes in the portfolio, but also understanding outcomes and devising goals.
- A portfolio is a "living document" that includes both CV – type material, as well as reflection upon goals, key experiences etc.
- The typical CV update material, included in a Portfolio are:

Contact Information

Biographic Information
Biographical sketch

Goals
Educational goals
Professional goals
Personal goals

Professional Development
Educational history
Certifications
Memberships
Awards/recognitions
Leadership

Clinical Achievements

According to year & discipline
End of placement report and feedback – Clinical Advisor

Academic Courses

Courses taken by semester with performance
End of semester report and feedback – Academic Advisor

Service

Professional service
Community service
Employer service

Conference Attendance

By year

In-Service Training

ALS, CPR, etc.

Scholarly Activity

Presentations
Publications
Research

Curriculum Vitae

- The second section is designed as "reflective portfolio", to support learning, personal growth and achievement.
- The aim is to be widely used in the assessment of professional learning, as it promotes individuals to review their outcomes and reflect.

Portfolios as a Mentoring Model
- Self-Assessment of Professional Growth through Reflective Portfolios:
  - This involves establishing a critical reflection and learning plan (self-directed learning plan).
  - The portfolio will provide space for reflective pieces by each individual, to reflect on performance, set goals, etc.
  - By creating a safe and supportive environment for candid reflection, this will facilitate structured meetings with a mentor/leader, for feedback on experiences and goals by senior mentors.
  - This will also provide the opportunity to discuss development and design of strategic prompts, so that the individual can move forward in their career path.
  - Portfolios are also effective in promoting leadership development.

- Mentoring Portfolios
  - Mentoring enhances the feedback process and stimulates reflection by individuals
  - During individual meetings based on the portfolio, mentors, as well as mentees are stimulated by input to introduce subjects for discussion

- Individual meetings begin with highlight the main themes of the previous meeting, and formulating agreements for the upcoming period
- Small group (peer group mentoring) are useful for learning to discuss experiences, developing reflective skills and sharing experiences.

INTERNAL REGULATION ON

RESEARCH POLICY

54ᵗʰ Senate Decision: 21 December 2017
60ᵗʰ Senate Decision: 2 October 2018
70ᵗʰ Senate Decision: 13 December 2019
80ᵗʰ Senate Decision: 28 January 2021

Table of Contents

Introduction

Within the framework of further contribution to the research community, the mission of the European University Cyprus (from now on referred to as the University or EUC) is to develop a pioneering and innovative research infrastructure with the objective of generating new knowledge. The university focuses on both fundamental and applied research and wherever possible the commercial application or exploitation of the research results.

The policy is guided by the following broad objectives:

1) The establishment of an interdisciplinary approach for researchers with attractive conditions for accessible movement among institutions, disciplines, sectors and countries, without financial and administrative obstacles.

2) The creation of state of the art research infrastructures, including research centres, foundations, units and/or laboratories, which are integrated and networked and accessible to research teams from across the EUC.

3) Introduction of a simple and harmonized regime for intellectual property rights in order to enhance the efficiency of knowledge transfer, in particular between public research and industry.

4) Optimization of research programs and priorities, for example by developing joint principles for the administration of European, national and regional funding programs.

5) The strengthening of international cooperation enabling faculty and other scholars in the world to participate in various research areas, with special emphasis on developing multilateral initiatives to address global challenges.

6) The transfer of research-based knowledge to EUC students

Research is conducted by faculty members, research associates/research personnel and PhD students either on their own or within the framework of external (national, European, international) and internal funding programs that are launched by the University.

The Research Policy provides a code of conduct for research and is intended for all staff, including people with honorary positions, faculty members, special teaching personnel, scientific collaborators, special scientists, research associates, and students carrying out research at or on behalf of the University.

All groups mentioned above must familiarize themselves with the Research Policy to ensure that its provisions are observed.

1. EUC Research Ethics Policy

1.1   Scope and Purpose

1.   The aim of the EUC Research Ethics policy is to promote and encourage a high quality research and enterprise culture, with the highest possible standards of integrity and practice. The policy applies to all academic, contract research and administrative staff, all research students, as well as undergraduate and masters students who are undertaking research. In short, the policy applies to all disciplines and research activities within the University, or sub-contracted on its behalf.

2.   All staff and students are expected to act ethically when engaged in University business. Any research involving animals, human participants, human tissue or the collection of data on individuals requires ethical consideration. While particular attention must be paid to the interests of potentially vulnerable groups, such as children, the University recognises that it has a duty of care towards all members of the wider community affected by its activities. The University also recognises that it has a duty of care to its own staff, and that this includes the avoidance of harm to those undertaking research.

3.   The University will establish a framework for research ethics governance in which its Research Ethics Committee will have a central approval, monitoring and training role. The University will establish a Research Ethics Committee with representatives from all the Schools. The Research Ethics Committee will put in place the procedures needed to obtain approval.

It is, however, recognised that it may not always be appropriate or practicable for ethical approval to be sought from the Research Ethics Committee especially when it comes to short or undergraduate projects. Normally undergraduate or taught projects will not require clearance from the Research Ethics Committee and the matter can be dealt with at School and/or Department level. However, when active intervention is involved whether physically invasive or psychologically intrusive the Research Ethics Committee will need to be consulted. In particular, university staff has an obligation to ensure that not only their own research but any undergraduate or masters student research conducted under their supervision is ethically sound. Where research projects are subject to external approval, the School or Department responsible must ensure that this approval is sought and given. Where approval for a project has been given by a Research Ethics Committee at another university, as may be the case with a collaborative project, the EUC Research Ethics Committee must be provided with proof of this.

4.   For some research projects it may be necessary to obtain the approval of the Cyprus National Bioethics Committee. Researchers should consult directly with the Cyprus National Bioethics Committee. Contact details and more information on the approval process can be found on http://www.bioethics.gov.cy .

1.2   General Principles

1.   The EUC Research Ethics Policy is based on widely accepted principles and practices governing research involving human participants. The key elements are:
- Minimal risk of harm to participants and researchers;
- Potential for benefit to the society;
- Maintenance of the dignity of participants:
- Minimal risk of harm to the environment;
- Voluntary informed consent by participants, or special safeguards where this is not possible;
- Transparency in declaring funding sources;
- Confidentiality of information supplied by research participants and anonymity of respondents;
- Acknowledgement of assistance;
- Appropriate publication and dissemination of research results;
- Independence and impartiality of researchers.

1.3   The Definition of Human-Related Research

1.   All human-related research which includes one or more of the following require ethical assessment and approval at the appropriate level:
- Direct involvement through physically invasive procedures, such as the taking of blood samples
- Direct involvement through non-invasive procedures, such as laboratory-based experiments, interviews, questionnaires, surveys, observation
- Indirect involvement through access to personal information and/or tissue
- Involvement requiring consent on behalf of others, such as by parents for a child participant

1.4   Vulnerable Participants

1.   Some participants may be particularly vulnerable to harm and may require special safeguards for their welfare. In general, it may be inappropriate for undergraduates to undertake research projects involving such participants.
2.   Particularly vulnerable participants might be:
- Infants and children under the age of eighteen

- People with physiological and/or psychological impairments and/or learning difficulties.
- People in poverty
- Relatives of sick, or recently–deceased, people

1.5 The Legal Framework, the Role of Professional Associations and Research Councils

1. All research undertaken under the auspices of EUC must meet statutory requirements. Of particular relevance is the Bioethics Law (N.150 (I)/2001 and 53 (I)/2010), the Data Protection Law (2001), the Patients Protection Law (2005), and all those laws that create the legal framework for the Cyprus National Bioethics Committee.
2. Researchers in particular disciplines should comply with any research ethics guidelines set out by their professional associations.
3. Research Councils, charitable trusts and other research funding bodies in most cases require an undertaking from grant applicants that research proposals involving human participants have been approved by the University Research Ethics Committee or another appropriate body. Some also require audited compliance with their guidelines.

2. Good Research Practices / Code of Ethical Conduct in Research

2.1 Code of ethical conduct in research
Scholarly inquiry and the dissemination of knowledge are central functions of the University. They can be carried out only if faculty and research personnel abide by certain rules of conduct and accept responsibilities stemming from their research. And they can only be carried out if faculty and research personnel are guaranteed certain freedoms. The University expects that faculty and research personnel will be bound by the following research practices:

All faculty and research personnel are free to choose any research matter, to receive support from any legitimate source, and to create, analyse and derive their own findings and conclusions.

Research methods, techniques, and practices should not violate any established professional ethics, or infringe on health, safety, privacy and other personal rights of human beings and/or animals.

The above principles define the university's role with respect to research carried out on its premises. They are set forth to reinforce, and not diminish each faculty and research personnel's personal responsibilities toward their research, and to assure that each faculty and research personnel's source of funding and research applications are consistent with moral and societal conscience.

2.2 Openness in research

The University recognizes and supports the need for faculty and research personnel to protect their own rights, be they academic or intellectual property rights. Even so, the University encourages all faculty and research personnel to be as open as possible when discussing their research with other researchers and the public. This aims at the dissemination of research performed in the University to enhance the international research community's knowledge and understanding.

2.3 Integrity

Faculty and research personnel must be honest about their research and in their review of research coming from other researchers. This applies to all types of research work, including, but not limited to, analysing data, applying for funding, and publishing findings. The contributions of all involved parties should be acknowledged in all published forms of findings.

Faculty and research personnel are liable to the society, their professions, the University, their students and any funding agency that may fund their research. For this reason, faculty and research personnel are expected to understand that any form of plagiarism, deception, fabrication or falsification of research results are regarded as grave disciplinary offences managed by procedures described in detail in Section 2.4.

Any real or potential conflict of interest should be reported by faculty and research personnel to any affected party in a timely manner in all matters concerning research and peer review. According to the United States National Institute of Health "Conflict of interest occurs when individuals involved with the conduct, reporting, oversight, or review of research also have financial or other interests, from which they can benefit, depending on the results of the research." (http://www.nih.gov).

2.4 Misconduct in research

Misconduct in research may involve Fabrication, Falsification, or Plagiarism in proposing, performing, or reviewing research, or in reporting research results. To prove that there has been misconduct in research, the following conditions must be met: The performance of said research has significantly deviated from accepted practices used in the field that the research was performed, and there was intention in the misconduct by the researcher(s).

Any allegations about misconduct in research will be investigated by the University thoroughly, through a special committee formed as described in the University Charter, Annex 11, Article VII.

3. Intellectual Property Policy

3.1 Introduction

The EUC is dedicated to teaching, research, and the extension of knowledge to the public. Faculty, research personnel, and students at the University, hereafter referred to as "University Employees," recognize as two of their major objectives the production of new knowledge and the dissemination of both old and new knowledge. Because of these objectives, the need is created to encourage the production of creative and scholarly works and to develop new and useful materials, devices, processes, and other inventions, some of which may have potential for commercialization.

The University acknowledges the need for an Intellectual Property Rights (IPR) policy, which will promote the University's reputation as socially relevant, leading research and teaching organisation and will directly contribute to the financial position of the EUC if its commercial value is realised.

The policy is based on the principles that will govern the ownership rights emanating from research of and/or materials produced by the EUC's members of staff and students, and to establish objectively fair and equitable criteria for the transfer of knowledge. The EUC thus aims to provide support services to promote the creation of Intellectual Property (IP) whilst seeking to maximise the commercial exploitation of the resulting IPR.

Intellectual Property includes, but is not limited to, patents, registered designs, registered trademarks and applications and the right to apply for any of the foregoing, copyright, design rights, topography rights, database rights, brands, trademarks, utility model rights, rights in the nature of copyright, knowhow, rights in proprietary and confidential information and any other rights in inventions.

The EUC acknowledges that registration and commercial exploitation of Intellectual Property is often a long and costly process that is justified once it is ascertained that there exists a business case for such registration and exploitation. It is known that in practice, only a small number of works can be commercially exploited in a viable manner, depending on the nature and marketability of the work in question.

3.2 Definitions

For the purposes of this Policy:

Creator - "Creator" shall mean, employees of EUC, a student, non-employees contracted to EUC for contracts and services, or a member of a Visiting Teaching Staff involved in the production of Disclosable Work.

Disclosable Work – "Disclosable Work" shall mean such work that is novel, original, and/or important and is likely to bring impact and enhance the Creator's reputation. This work is characterised by the IP rights it generates.

Intellectual Property Policy – "IP Policy" is the name of the policy described here that outlines the regulations of the EUC in regard to disclosure and exploitation of Intellectual Property Rights (IPR).

Organisation – "Organisation" for the purpose of this document is the European University Cyprus (EUC).

Intellectual Property Adjudication Committee – is the name of the committee established to resolve disputes over interpretation or claims arising out of or relating to this policy, or dispute as to ownership rights of Intellectual Property under this policy.

Office of the Vice Rector for Research and External Affairs – is the office within the EUC responsible for the development of and enacting this IP Policy and is the interface between the EUC and the Technology Transfer Facility.

Technology Transfer Facility – "TTF" for the purpose of this policy, is the relevant body responsible for Technology Transfer support in Cyprus.

3.3   Intellectual Property Regulations

3.3.1   Responsibility

1.   The IP Policy acknowledges that all members of staff and students have responsibilities with regard to IPR arising from and/or used by them in the course of their teaching/employment.
2.   The IP Policy also recognises that all members of staff and students require support and assistance to help them to meet their responsibilities and this will be provided by the Office of the Vice Rector for Research and External Affairs and, subsequently, by the Technology Transfer Facility.

3.3.2   Identification of IP (including duty of confidentiality)

1.   It is expected that identification will take place when employees, students, or members of staff are involved in creating and developing IP. Much of the IP which will be created by the EUC's employees may be anticipated prior to its creation depending on the nature of the project in question and outputs and results that are expected to be generated. Examples of such outputs which are likely to have potential IP rights arising include (but are not limited to):
- Inventions (whether or not patentable);
- Methodologies;
- Software;
- Databases;
- Educational/training materials and tools;
- Modelling tools;
- Solutions to technical problems; and
- Design/artistic products.

2.   A Summary of the main classes of IPR is listed below:

Patent

A registered patent provides a time-defined (up to 20 years) geographically defined monopoly right to exploit a new commercially valuable invention or process. The basis of the permission to exploit is that the invention's working is disclosed, although patenting is not possible if there has been ANY prior disclosure of the invention. Patents are governed by Cyprus Law or EU Law such as the New Patent Law of Cyprus (Law No. 16(I)/1998).

Copyright

This time-limited right (which varies between 25 and 70 years according to the material) arises automatically on the physical creation (not the idea) of software, original literary, dramatic, artistic or musical work, and in recorded (e.g. film) or published (e.g. layout) derivations. Use of the © mark and owner's name and date is the internationally recognised way of alerting the public to the copyright ownership but the protection (the right to preventing unauthorised copying) exists regardless. Copyright is governed by the Copyright Law, 59/76.

Copyright may be assigned to a third party, but until that point or until a licence is agreed it remains the property of the Creator, unless s/he creates the work 'in the course of his/her employment', in which case it is the property of the employer.

Moral rights

All European countries recognise an author's moral rights. In Cyprus, there are two moral rights: the right of paternity and the right of integrity. These rights relate to the reputation or standing of the creator in the eyes of fellow human beings. To infringe a moral right involves denigrating or harming the author's reputation. The right of integrity means the creator has the right to object to derogatory treatment of his/her work. Basically, this means changing it in a way that affects the nature of the work without permission. Moral rights can be waived (i.e. the author chooses not to exercise the rights) or they can be bequeathed. They cannot be assigned.

Performing rights

Creators of copyright works have the right to protect the physical form in which those works are created – words on the page, pigment on a canvas, or the clay or metal of a sculpture. Performers such as teachers, actors, musicians and dancers also enjoy protection of their performance, especially when recorded on film, video, tape, CD, or in other form.

Performing rights may affect the multimedia elements of online courseware, as well as the Creator's copyright in the material itself.

Database Right

This time-limited (15 years) right arises without registration to protect the compilers of non-original information from losing the benefit of their work through unauthorised copying or re-use.

Industrial Designs

There is automatic time-limited (15 years) protection (the right to prevent unauthorised copying) for unregistered designs, provided authorship can be proved, under the Legal Protection of Industrial Designs and Models Law 4(I)/2002 This design right covers "the appearance of the whole or a part of a product resulting from the features of, in particular, the lines, contours, colours, shape, texture and/or materials of the product itself and/or its ornamentation" on condition of novelty of the design.

On registration under Legal Protection of Industrial Designs and Models Law, the designer of the new pattern or shape which has aesthetic appeal (can be 2 or 3 dimensional) acquires a monopoly right of commercialisation for a maximum of 25 years from the filing of the application, divided into 5 periods of 5 years.

An unregistered community design (UCD) gives its owner the right to prevent unauthorised copying of their design throughout the European Union. It is not a monopoly right and lasts for 3 years from the date on which the design was first made available to the public within the Community.

Domain Names

Registering a domain name for Internet use gives a right to use the domain name typically for a period of two years, registered with bodies like ICANN internationally and the University of Cyprus in Cyprus. Owners of trademarks can have established rights to domain names.

Trade Marks

Registering a trade mark under the Cyprus Trade Marks Law, Chapter 268, gives a monopoly right for the use of graphically distinct trading identification signs. Unregistered trade marks have some protection through court actions against "passing off" (piracy), provided that their use has not lapsed for a period of 5 years. Cyprus legislation is fully harmonised with EU Standards applicable in trade mark protection.

3. EUC's members of staff and students undertake to keep confidential and not disclose any confidential information, data, materials, knowhow, trade secrets or any other IP, to any unauthorised third party and shall also undertake to keep such information secure and strictly confidential both during the course of research activity, be it of an Academic or Collaborative/Contract nature, and also on and following completion thereof.

4. Any breach of this confidentiality and non-disclosure obligation constitutes a serious breach and may lead to disciplinary action and does not prejudice the rights of the EUC to file any action for damages or any other rights available at law.

3.3.3   Coverage of the Regulations

1. Whom does this IP Policy apply to?
    - Employees:
      By persons employed by the EUC in the course of their employment.
    - Students:
      By student members in the course of or incidentally to their studies at EUC.
    - Non-employees contracted to the EUC:
      By persons engaged by EUC under contracts for services during the course of or incidentally to that engagement.

2. Sabbatical, Seconded, Visiting Academics and others:

    By other persons engaged in study or research in the University who, as a condition of their being granted access to the EUC's premises or facilities, have agreed in writing that this Part shall apply to them.

3. Participation of the EUC members of staff/employees and or students in Collaborative and/or Contracted Research.

    The preparation and negotiation of any IP agreements or contracts involving the allocation of rights in and to IP will be undertaken by a competent person authorised for this purpose by the EUC.

    Issues that will be addressed in such agreements include, but will not always be limited to:

    - ownership of Foreground IP;
    - licences to Foreground IP for uses outside the project;
    - ownership of Background IP;
    - licences to use Background IP in the project or activity in question and in relation to the use of the Foreground IP arising from such project or activity;
    - allocation of rights to use or commercialise IP arising from any such project or activity and the sharing of revenues; and
    - publications arising from the relevant project or activity and the rights arising from such projects or activities.

    The terms of such agreements may be subject to negotiation.

3.3.4   Exceptions to the Regulations

1.   Unless specifically commissioned, typically the EUC will NOT claim ownership of copyright in certain types of Disclosable Work described in this policy as "Creator Copyright Works":
    - artistic works;
    - text and artwork for publication in books;
    - articles written for publication in journals;
    - papers to be presented at conferences;
    - theses and dissertations;
    - oral presentations at conferences;
    - posters for presentation at conferences; and
    - musical scores.

2.   Where IP has been generated under the exception clause of this regulation, the EUC may assign the copyright to the Creator.
3.   Students – undergraduate and/or postgraduate.

3.3.5   Disclosure of IP

1.   All persons bound by these Regulations are required to make reasonably prompt written disclosure to the EUC's Office of the Vice Rector for Research and External Affairs at the outset of the work or as soon as they become aware of it (by completion of the Invention Disclosure Form, the information required for which is provided in Appendix B):
    - any IP of potential commercial value arising from their work;
    - the ownership by a third party of any IP referred to or used for their work;
    - any use to be made of existing EUC IP during their work;
    - any IP which they themselves own which is proposed to be used by the EUC.

2.   Creators shall keep all Disclosable Work confidential and avoid disclosing this prematurely and without consent;
3.   Only disclose any Disclosable Work and the IP relating to it in accordance with the EUC's policy and instructions;
4.   Seek EUC's consent to any publication of information relating to any Disclosable Work;
5.   Creators must NOT:
    i.   apply for patents or other protection in relation to the Disclosable Work; and
    ii.   use any Disclosable Work for their own personal and/or business purposes and/or on their own account.

3.3.6   Ownership of IP

1. Ownership of IP created by an individual who is an employee is generally determined by considering:
   - Who created the IP?
   - Was the IP created in the course of the Creator's employment?
   - Are there any contractual conditions that affect ownership?

2. Assignment of ownership rights

   Generally, the Creator of IP is its legal owner. From the EUC's point of view, the most important exception to this is the general rule that IP is owned by a person's employer where the IP is created as part of, or through the auspices of, the person's employment.

3. The EUC claims ownership of all the Intellectual Property specified in section 2.2, which is devised, made or created by those specified in section 3 and under the exceptions to the regulations in Section 4. It also includes but is not limited to the following:
   i. Any work generated by computer hardware/software owned/operated by the EUC.
   ii. Any work generated that is patentable or non-patentable.
   iii. Any work generated with the aid of the EUC's resources and facilities including but not limited to films, videos, field and laboratory notebooks, multimedia works, photographs, typographic arrangements.
   iv. Any work that is registered and any unregistered designs, plant varieties and topographies.
   v. Any University commissioned work generated. Commissioned work is defined as work which the EUC has specifically employed or requested the person concerned to produce, whether in return of special payment or not and whether solely for the University or as part of a consortium.
   vi. Know-how and information related to the above
   vii. Any work generated as a result of the teaching process including but not limited to teaching materials, methodologies and course outlines.
   viii. Material produced for the purposes of the design, content and delivery of an EUC course or other teaching on behalf of the school, whether used at the school's premises or used in relation to a distance learning and/or e-learning project. This type of material includes slides, examination papers, questions, case studies, and assignments ("course materials").
   ix. Material for projects specifically commissioned by the EUC
   x. All administrative materials and official EUC documents, e.g. software, finance records, administration reports, results and data.

3.3.7   Modus Operandi for Commercial Exploitation of the IPR

1. The EUC is entitled to commercially exploit any result obtained under its aegis (unless this entitlement is relinquished). The Office of the Vice Rector for Research and External Affairs has the responsibility for administration of Disclosures and will work with the TTF of Cyprus, which has responsibility for

commercialisation of Disclosures. As guidance to the commercialisation process, the EUC/TTF will follow a standard process, graphically presented in Appendix A.

2. The Creator/s shall notify the Office of the Vice Rector for Research and External Affairs of all IP which might be commercially exploitable and of any associated materials, including research results, as early as possible in the research project. This notification shall be effected by means of an Invention Disclosure Form (contents as noted in Appendix B). In case of doubt as to whether research is commercially exploitable or otherwise, the Creator/s undertake/s to seek the advice of Cyprus Central TTF.

3. The Office of the Vice Rector for Research and External Affairs shall immediately acknowledge receipt of the Disclosure Form. In consultation with the TTF and the Creator/s, shall decide whether the EUC and the TTF has an interest to protect and exploit the relevant IPR.

4. The TTF shall communicate the decision in writing to the Office of the Vice Rector and the Creator/s by not later than three months from the date of receipt of the Invention Disclosure Form. If the EUC and TTF decide to protect and exploit the IPR, it is understood that:
   - the Creator/s shall collaborate with the EUC and the TTF, to develop an action plan for the protection and commercial exploitation of the IP;
   - the TTF in collaboration with the Creator/s shall ensure that third party rights are not infringed in any way through the process; and
   - the EUC/TTF shall seek to protect the right of the Creator/s to use the said IP for strictly non-commercial purposes.

5. Should the EUC and TTF decide that there is no interest in protecting and exploiting the relevant IPR, or should it fail to inform the Creator/s about its decision within the stipulated time, the EUC may assign all its rights, title and interest in such IP to the Creator/s concerned, whilst the EUC retains the right to use the said IP in whichever manifestation for strictly non-commercial purposes.

6. The Creator/s SHALL NOT enter into any sponsorships or commercial agreements with third parties related to their research at EUC without prior written authorisation by the Office of the Vice Rector for Research and External Affairs. This said, it is understood that consent shall generally be granted to Creator/s for such requests as long as the IPRs of the EUC are safeguarded; otherwise the claims on IPR expected by the third party must be agreed upon explicitly upfront.

3.3.8   IPR protection

1. Some forms of IP require active steps to be taken to obtain protection (e.g.: patents, registered trademarks and registered designs). Other forms of IP rights are protected on creation (e.g. Copyright, EU Database Rights) but still require appropriate management in order to maximise the protection available. Best practices in patent protection require that all materials made publicly available by any employees, members of staff and/or students should include a copyright notice.

2. Any decisions relating to the registration of any IP rights such as making an application for a patent or a registered trade mark or a registered design (including any decisions to continue or discontinue any such application) should be made in consultation with the Office of the Vice Rector for Research and External Affairs and the TTF. The IP registration process can be very expensive and IP protection costs should not be incurred without appropriate consideration of how such costs will be recovered.

3.3.9   Revenue Sharing Mechanism

The EUC's employees and students can benefit from the Revenue Sharing Scheme if their work generates income for the EUC. The scheme is presented in Appendix C. Note that such revenue to be shared is typically calculated after deduction of all costs incurred by the EUC and TTF in developing, protecting, exploiting, and marketing the Disclosable Work and the Intellectual Property it contains.

3.3.10   Leaving the EUC

Cessation of employment, under normal circumstances, will not affect an individual's right to receive a share of revenue. Exceptions to this rule include: cessation of employment due to disciplinary actions.

3.3.11   Applications to use the EUC's IP

1. The EUC may be willing to consider requests from its staff and/or students for a licence to use specific IP, owned by EUC for their use although the terms and decision to grant any such licences is a decision wholly made by the EUC.
2. Applications for such licence should be made in writing to the Office of the Vice Rector for Research and External Affairs.

3.3.12   Breach of the Regulations

1. Breach of the regulations listed in this Policy may be a disciplinary matter for the EUC's staff and students under the normal procedures.
2. The EUC shall consider all avenues available to it, including legal action if necessary, in respect to persons bound by these regulations who acted in breach of them.

3.3.13   Discretion to assign/licence back

1.   If the EUC does not wish to pursue the commercialisation of any Intellectual Property or does not wish to maintain an interest in the IPR, it has the right to assign such IPR rights to the Creator/s of the IPR by entering into an agreement to enable the IP to be used by the Creators. This will generally only be granted where there is clear evidence that the IP provides no other benefit to the EUC and is not related to other IP, which the EUC has an interest in.
However, the EUC shall not assign its IP if they consider that the commercialisation of the IP could potentially bring harm to the name of the EUC. Decisions regarding potential harm will be taken by the Research Ethics Committee of EUC.

2. Requests for any transfer of rights from the EUC to another party with rights should be made in the first instance to the Vice Rector for Research and External Affairs.

3.3.14 Amendments to the Regulations

These Regulations may be amended by the Senate of the EUC on the recommendation of the Vice Rector for Research and External Affairs.

3.3.15 Death

In the event of a researcher's death, the entitlement shall continue for the benefit of his or her estate.

3.3.16 Disputes

1. Any question of interpretation or claim arising out of or relating to this policy, or dispute as to ownership rights of intellectual property under this policy, will be settled by submitting to the EUC's Intellectual Property Adjudication Committee a letter setting forth the grievance or issue to be resolved. The committee will review the matter and then advise the parties of its decision within 60 days of submission of the letter.
2. The Intellectual Property Adjudication Committee will consist of a chair who is a member of the tenured faculty, at the rank of either a Professor or an Associate Professor, one member of the faculty from each School, at the rank of either Assistant Professor or Associate Professor or Professor, an individual from the EUC with knowledge of Intellectual Property and experience in commercialisation of Intellectual Property, and two other members representing, respectively, the EUC administration, and the student body. The chair will be appointed by the Vice Rector for Research and External Affairs, with the advice and consent of the Senate Research Committee, and the remaining members of the committee will be appointed: the faculty members, each by their School's Council, the administration representative by the University Council or its designee, and the student representative by the Student Union.
The committee will use the guidelines set forth in this policy to decide upon a fair resolution of any dispute.
3. Any disputes regarding the revenue distribution from the exploitation of Disclosable Works will be dealt with in accordance with the EUC's normal member of staff or student dispute procedures as outlined in the contractual terms of conditions.
4. The Parties shall attempt to settle any claim, dispute or controversy arising in connection with this Policy, including without limitation any controversy regarding the interpretation of this Policy, through consultation and negotiation in good faith and spirit of mutual cooperation. Where such claims or disputes cannot be settled amicably, they may be taken to court.
5. This Agreement shall be governed by, and construed in accordance with the laws of Cyprus.

4. Offices, Committees and Centres for Research

4.1 Vice Rector for Research and External Affairs

The Vice Rector for Research and External Affairs (from now on referred to as the Vice Rector) is the person responsible for representing the University on research matters and enhancing activities related to research within the University. Moreover the Vice Rector facilitates and supports, when asked by faculty or research members, all research activities, including the implementation of research projects, the organization of scientific conferences and the establishment of research units/labs. In addition, the Vice Rector is responsible for the smooth implementation of the University's Research Policy.

4.2 Senate Research Committee

The administration of the research activity is facilitated by the Senate Research Committee of the University. The Committee composition is prescribed in the University Charter and the Committee is accountable to the Senate of the University.

4.3 Research Foundations and Centres

Research is carried out in university departments, research foundations, and centres. The Senate suggests to the University Council the formation of new foundations and research centres or the discontinuation of existing ones, if necessary.

The University Council approves the establishment of these foundations and research centres. Separate regulations are issued for the establishment of University research centres. Detailed description of the mission, area of specialization, and operation of each foundation or research centre is given in a separate document.

4.4 Research Office

Detailed description of the mission, area of specialization, and operation of the Research Office is given in a separate document.

5. Rules Governing External Research Programmes

5.1 Suggested procedure for submitting and implementing a funded research project

The following rules apply for externally funded research projects:

5.1.1 Submission of research proposals:

Faculty and research personnel that are interested in submitting a proposal or participate in a proposal for ANY kind of externally funded research project

(commercial, consultancy, RPF, European etc) should consult and get the approval of the EUC Research Office. The formal procedures developed by the Research Office pertaining to the development of a research proposal and to participation in a research project should be followed in all cases. Given that in all research and consulting application forms a budget also needs to be prepared, the budget will be developed in collaboration with the EUC Research Office, sharing their expertise with the faculty and research personnel and advising them accordingly about the cost models and cost categories used in each case. This procedure should make sure that the proposal satisfies all the necessary criteria of the particular research call.

The final approval for financial and administrative issues of proposals or projects will be signed by the legal representative of EUC.

5.1.2 Project implementation

The formal procedures developed by the Research Office pertaining to the administration of a research project should be followed in all cases.

In the case where a project is awarded, a copy of the contract and all the original receipts, invoices, contracts and other accounting documents regarding expenses of the project will be maintained by the EUC Research Office without any additional remuneration or personnel costs added to the budget of a project. The researcher/s involved in an externally funded project are responsible for submitting all receipts, invoices, contracts and other accounting documents relevant to their project to this department. No payment will be processed before the submission of the aforementioned documents to the Research Office.

Timesheets should be kept for all projects. These will be used as the basis for calculating the money to be paid to researchers for all types of projects. The EUC Research Office will assist researchers to calculate the hourly and daily rate for each staff member.

The researcher must also inform the Chief Financial Officer of the University, through the EUC Research Office, in order to create a separate ledger (account) in the University's Accounts Department. After completion of the project, the Accounts Department will keep the file on record for 5 years or more if needed by the contractual agreement.

The EUC Research Office should keep a file with all the details concerning the project. The file must be made available to the Senate Research Committee upon request.

5.1.3 Financial issues concerning externally funded research projects

All incoming funds for the execution of a project are deposited in a separate account (ledger) of the University and all necessary expenses with their receipts relating to the project are paid/signed by the Vice Rector for Research and External Affairs, the CFO and the CEO of the University.

The time spent by faculty and research personnel on national, European or international research projects is, with rare exceptions, an eligible cost for inclusion in a project budget at a level which reflects the time to be spent by faculty and research personnel on the project and the employer's cost. These are real project costs and their inclusion in project budgets is strongly required.

Salary payments to faculty and research personnel will be paid out regularly by the Accounts department upon the project coordinator's request to the Research Office and provided that the allocated amount for the previous period has been received from the funding agency and all reporting requirements for the previous period to the funding agency have been met.

In cases of delay in receiving the predetermined instalment, the University will grant to the researcher the required funds (not his/her compensation/remuneration but costs such as equipment, consumables, traveling) to initiate the research, provided that a copy of the contract and all necessary documentation had been submitted to the Research Office.

Employment of additional temporary staff, budgeted for completion of the research project, will be the responsibility of the project coordinator. The remuneration for temporary staff will depend on the corresponding budget of the project and the possible allocation of funds for this purpose.

Subcontracting activities within the framework of a research project will be the responsibility of the project coordinator. These activities should be in alignment with the corresponding budget of the project, the grant rules, and the EUC subcontracting policy.

In the case where a faculty or research personnel fails to complete a research project due to failure to meet his/her contractual obligations, or if it is clear that there was an intention of misconduct and there are financial damages laid upon the University relating to this event, the faculty or research personnel is liable to pay these damages. This will not be applied in cases such as health problem, etc, where there is clearly not an intention of misconduct.

5.1.4 University research fund

All funds allocated for research from externally-funded research projects, the University as well as funds offered for research purposes from third parties will be deposited in the University Research Fund. Recommendations for the allocation of funds are made by the Senate Research Committee and are subject

to the final approval of the Management of the University. These funds can be used to finance such activities as:

(a)   Participation of academic researchers in conferences, seminars, and meetings to co-ordinate activities, which are needed for submission of external programmes.

(b)   The administration costs associated with providing support services to academic researchers.

(c)   Organisation of training seminars for the faculty and research personnel of the University; these seminars shall be organized if and only will help/assist and/or facilitate researchers to enhance and further develop their knowledge in subjects related to their research fields and help them design and implement research projects.

(d)   Purchase of software, hardware and equipment that are needed by faculty and research personnel for research projects.

(e)   The funding for the University's Internal Research Awards such as PhD scholarships

(f)   Development of Infrastructure related to the research activity of the University.

(g)   Funding of the activities of the Research Office of the University.

6.   Rules Governing Internal Research Awards

The University's "Internal Research Awards" (IRA) are launched on an annual basis by the Senate Research Committee, are announced by the Vice Rector for Research & External Affairs and financed by the University Research Fund and external sponsors as described in Section 5.1.4 above.

6.1   Purpose

IRAs are awarded to EUC faculty in order to pursue research and other creative work. IRAs provide support for exploratory research projects which might result in proposals submitted for external funding or in creative work that is likely to enhance the recognition of the faculty and research personnel and the University at large. IRAs may be used for funding travel, equipment, supplies, PhD student assistants' scholarships, student assistants, research assistants and other expenses. Funding for this programme comes from the University Research Fund.

6.2   Eligibility for the awards

All full-time faculty members of the University who have the rank of Assistant Professor or higher are eligible to apply for the awards. Specific eligibility criteria may apply for each type of award.

6.3 Application Procedure

The Vice Rector for Research and External Affairs initiates the selection process by issuing a call for proposals. The deadline for the submission of proposals will be announced. Application materials will be available from the office of the Vice Rector for Research and External Affairs and the proposals will be submitted electronically to the office of the Vice Rector.

7. Teaching Hours Reduction for Research Purposes

The University rewards members of staff who excel in research by awarding them Teaching Hours Reduction (THR). A THR may be awarded if the member of staff fulfils the conditions in one or more of the three schemes outlined below.

A member of staff may be awarded a THR under more than one of the schemes described below if he/she is eligible. The minimum teaching per semester can be reduced down to 6 hours per week based on the accumulated research load reduction hours. An exemption may be considered for Deans and Chairs.

All allocations of THR under the three schemes outlined below will be made after a recommendation of an ad-hoc committee chaired by the Vice Rector for Research and External Affairs. The committee will take into account scheduling constraints and other considerations for the sustainable development of research activity at the university. The committee will meet at an appropriate time in each semester in order to make the THR allocations in time for the preparation of the schedule of classes for the next semester.

7.1 Award of a THR for participation in research projects

Members of staff are eligible to apply for a Teaching Hours Reduction (THR) when conducting funded research for the full duration and until the completion of relevant funded projects. Should their application meets with success, funded project coordinators are entitled to a three-hour teaching reduction per semester for the whole duration of the project, whereas research partners are eligible for a THR equivalent to at least one third of the duration of the project.

Based on the policy of the University with regard to THR requests, Faculty, research and Other Teaching Personnel (OTP) members are expected to submit a written request to the Chairperson of his/her Department before the beginning of the academic year/semester. The Chairperson will process the THR request by way of making a relevant recommendation to the Dean of School. The Dean will then forward his/her recommendation to the Vice Rector for final approval. After the deadline expires, applications for teaching hours reduction will not be accepted.

The deadlines for submitting a request for teaching load reduction per semester are the following:

For the Fall Semester: 1st of May
For the Spring Semester: 31st of October

If a research proposal was awarded a grant after the special case of approval of a research/grant proposal (i.e. RPF, EU etc) while an academic year is in progress, a THR request should be submitted and be approved prior to the beginning of the next semester, during which the teaching load reduction will be applied. The research project should commence at least one month before the beginning of the next semester for the THR to be awarded.

7.2 Award of a THR for writing a book

A three-hour teaching reduction per semester will be awarded for the purpose of writing a book upon submission of a publishing contract by a reputable publisher. A total of two THR allocations (maximum 6 credits) will be made under the scheme for each book contract. The same deadlines and application procedure apply as in the scheme described in section 7.1.

7.3 Award of a THR by accumulation of points

A third scheme for the award of a THR takes into account the research activity of members of staff and the points they have accumulated according to the tables given in Appendix D. A THR of 3 hours per week is awarded to faculty members once they accumulate 100 (one hundred) points and the same number of points are automatically deducted from his/her accumulated total. Points accumulated over time but not utilized by a member of staff will simply remain at his/her disposal.

Note that members of staff may consider the year 2016 as the starting point for calculating points accumulated through research. The calculation of points will be valid after it has been approved by the Dean of the School and the Vice Rector for Research and External Affairs.

New faculty members can also get THRs under this scheme from the first semester of their employment. The points accumulated from their publications in the five (5) years prior to their appointment will be taken into account.

8. Equipment Acquired through Internal and External Funding

8.1 Equipment acquired through University funds

All equipment that has been acquired through funds that come directly through the university's funds (internal research grants, university research funds) will belong solely to the University and will be used by the faculty and research personnel's affiliated department or lab, according to the affiliation used by said faculty and research personnel in the funded research proposal and/or project. The faculty and research member is entitled to use the equipment throughout the duration of the funded project and this remains within the research unit/laboratory once the project

is completed, or within the faculty member's department, under his/her direct supervision if s/he does not belong to a unit / lab. Any required maintenance of the equipment should be undertaken by the University.

8.2 Equipment purchased through external funding

Equipment (software and hardware) is often provided in full or partly in the budget of proposals for external funding to enable the faculty and research member to carry out research effectively. This kind of equipment (computers, projectors, software programmes, fax and printing machines, etc.) is the property of the University but remains in the faculty or research personnel's research unit/laboratory or when this is not applicable in his/her department, under his/her supervision. The faculty member is entitled to use the equipment throughout the duration of the externally funded project. When faculty or research personnel who have had externally funded research projects leave the University, the status of any equipment purchased remains a property of the unit/lab or department that the faculty or research personnel belonged.

Any required maintenance of the equipment should again be undertaken by the University.

In the unlikely event that a faculty or research personnel obtains equipment via external funding that is not processed through the University's budget, the status of the equipment should be negotiated with the Vice Rector to determine ownership and responsibility for repair and replacement. Faculty or research personnel are encouraged to seek outside funding to upgrade, or replace their research equipment.

The Research Office is committed to working with faculty or research personnel to develop proposals for research and teaching equipment. Equipment grants usually require an institutional match, and faculty or research members are advised to consult with the Research Office and the Director of MIS early in the process about this matter. The MIS should be able to help faculty or research personnel to identify the best hardware and software products and estimate costs for proposal budgets.

8.3 Provision of computing equipment by MIS

The MIS department supplies desktop office computers, computer teaching labs, copy and printing machines and other types of equipment needed for research (software and hardware). The Director of the MIS department is responsible for keeping the University's inventory records and adjust these in the case of equipment purchases or wearing out of equipment (being fully depreciated).

9. Policy on Research Staff

9.1 Introduction

Academic Research Staff are EUC contract employees hired to work on EUC research activities as defined below. As EUC employees, Academic Research Staff are subject to all policies and procedures related to EUC employment, and receive all benefits implied by the employment law.

9.2 Definitions of Roles

The following positions for research staff are being described in the following sections:

- Research Associate
- Research Fellow
- Senior Research Fellow
- Honorary Research Staff

9.2.1 Job Description for the Position of Research Associate

9.2.1.1 Overall Role

For researchers who are educated to first degree level (and Master's degree) and who possess sufficient breadth or depth of knowledge in the discipline of research methods and techniques to work within their own area. Role holders who gain their doctorate during the course of employment will normally be recommended for promotion to Research Fellow, if this is appropriate for the duties and responsibilities of the post.

As a team member of the Research Laboratory/Programme the Research Associate will contribute quality research outputs and conceptual support to projects. With the guidance of the supervisor/programme leader, and within the bounds of the Research Laboratory/Programme mandate, the Research Associate will:

9.2.1.2 Key Responsibilities

• Conceptualize and conduct short-term experiments and research activities in support of broadbased/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
• Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;

• Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;

• Communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;

• Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;

• Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;

• Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;

• Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.

• To contribute to the design of a range of experiments/fieldwork/research methodologies in relation to the specific project that they are working on

• To set up and run experiments/fieldwork in consultation with the Principal Investigator, ensuring that the experiments/fieldwork are appropriately supervised and supported. To record, analyse and write up the results of these experiments/fieldwork.

• To prepare and present findings of research activity to colleagues for review purposes.

• To contribute to the drafting and submitting of papers to appropriate peer reviewed journals.

• To prepare progress reports on research for funding bodies when required.

• To contribute to the preparation and drafting of research bids and proposals.

• To contribute to the overall activities of the research team and department as required.

• To analyse and interpret the results of their own research

9.2.1.3 Skills and Qualifications

Education: Level Bachelor and/or Master's in the Programme Area
Experience and Skills:
Basic research skills and knowledge of research techniques
Ability to analyse and write up data
Ability to present and communicate research results effectively to a range of audiences

9.2.1.4 EUC Pertaining Benefits

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.
- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library
All researchers must receive the same forms of employment documentation as other academic-related staff of the University:
- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them.

9.2.2 Job Description for the Position of Research Fellow

9.2.2.1 Overall Role

A Research Fellow is a researcher with some research experience and who has typically been awarded a doctoral degree. A Research Fellow will often have supervisory responsibilities for more junior researchers and will often lead a team of researchers to achieve a research project's aims. They will initiate, develop, design and be responsible for the delivery of a programme of high quality research and may have full authority over several phases of project work.

9.2.2.2 Key Responsibilities
• Design, Conceptualize and conduct short-term experiments and research activities in support of broadbased/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
• Supervise and Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;
• Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
• Take the lead within the team and communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant

information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;
• Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
• Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
• Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
• Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
• Develop research objectives, projects and proposals.
• Conduct individual or collaborative research projects.
• Identify sources of funding and contribute to the process of securing funds.

• Act as principal investigator on research projects.
• Manage and lead a team of researchers to achieve the aims of a research project.
• Oversee and appropriately supervise and support the research activities (experiments, fieldwork etc.) of a research programme/project.
• Ensure that research results are recorded, analysed and written up in a timely fashion.
• Manage research grants in accordance with EUC Financial Regulations and the conditions of the funding body (e.g. EU, RPF etc.)
• Prepare and present findings of research activity to colleagues for review purposes.
• Submit papers to relevant peer reviewed journals and attend and present findings at relevant conferences.
• Prepare progress reports on research for funding bodies when required
• Participate in and develop external networks, for example to identify sources of funding or to build relationships for future research activities

9.2.2.3 Skills and Qualifications

Education: Level PhD in the Programme Area
Experience: at least 1-3 years relevant experience.
The candidate must possess sufficient specialist knowledge in the specific discipline to develop research programmes and methodologies*.*

9.2.2.4 EUC Pertaining Benefits

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:
• a formal contract signed by the relevant appointing authority;
• written confirmation of any changes in the terms of employment;
• job description or the generic description of the role and, where appropriate, a list of expected research goals;
• further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

9.2.3   Job Description for the Position of Senior Research Fellow

9.2.3.1 Overall Role

A Senior Research Fellow is an experienced researcher holding a leadership role in a research group/centre/institute. Post-holders are expected to undertake the role of Principal Investigator on major research projects, exhibit a strong reputation for independent research, and provide academic leadership. They are also expected to support the management activity of the relevant School/Research Centre, and contribute to the delivery of the School's/ Centre's/Laboratory's research strategy.

9.2.3.2 Key Responsibilities

- Supervise postgraduate research students
- Contribute to the development of research strategies for the relevant School/Centre/Laboratory.
- Define research objectives and questions
- Develop proposals for research projects which will make a significant impact by leading to an increase in knowledge and understanding
- Actively seek research funding and secure it as far as it is reasonably possible
- Generate new research approaches
- Review and synthesise the outcomes of research studies
- Interpret findings obtained from research projects and develop new insights
- Contribute generally to the development of thought and practice in the field
- Provide academic leadership to those working within research areas - for example, by co-ordinating the work of others to ensure that research projects are delivered effectively and to time
- Contribute to the development of teams and individuals through the appraisal system and providing advice on personal development

- Act as line manager (e.g. of research teams)
- Act as a personal mentor to peers and colleagues
- Provide advice on issues such as ensuring the appropriate balance of research projects, appointment of researchers and other performance related issues
- Identify opportunities for strategic development of new projects or other areas of research activity and contribute to the development of such ideas

9.2.3.3 Skills and Qualifications

Education: Level PhD in the Programme Area
Experience: at least 7-10 years relevant experience. Significant post-qualification research experience with a track record of high-quality publications.
Experience of successful supervision of students
Experience in a leadership role in a Research Group/Centre or Laboratory

9.2.3.4 EUC Pertaining Benefits

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.
- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library
All researchers must receive the same forms of employment documentation as other academic-related staff of the University:
• a formal contract signed by the relevant appointing authority;
• written confirmation of any changes in the terms of employment;
• job description or the generic description of the role and, where appropriate, a list of expected research goals;
• further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

9.3   Procedures for Appointment

9.3.1   Selection and Search Procedures

As a general rule, an appointment to the Academic Research Staff requires a search for a suitable candidate. Searches are initiated with a written vacancy announcement, such as in relevant professional journals or other publications.

The text for the announcement should be sent to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, clearly describing the terms of employment, length of employment, identity and duration of funding sources contributing to his or her salary and line manager (the person the

researcher will be reporting to). The text should be advertised for a reasonable amount of time. A copy of a current CV, a cover letter and at least one recommendation should be sought for. A short list of the potential candidates will be created based on merit and the top part of the list will be called for a structured interview with the line manager. At the end of the procedure, the line manager will report back to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, the name(s) of the proposed Researcher.

9.3.2 Criteria for the Appointment to Rank of Research Associate

Minimum qualifications as described in Section 9.2.1.

9.3.3 Criteria and Procedures for the Promotion to the Rank of Research Fellow

A Research Associate may, during the course of his/her appointment obtain, his/her PhD. In such cases, the employee (provided that he/she fulfills the work experience as described in Section 9.2.2) is promoted to the rank of Research Fellow. If the funding source that sponsors the program the researcher is assigned to accounts for a pay rise this is immediately applied.

9.4 Honorary Research Staff

The work of Research Centers is enhanced by the involvement and collaboration in the Research Centers' activities of personnel who are not employees of the University. To recognise the association, EUC may confer an honorary title to such individuals during the period of their association. An honorary title may not be conferred on an employee of EUC.

The title to be conferred will depend on the level of distinction and qualification of the candidate. Applications should come from the Dean of the School with:
- a copy of the person's CV
- a citation that should include:
    - a description of contributions to teaching
    - research being undertaken with academic staff as evidenced by joint publications/research projects and research grants or contracts being held jointly or a significant involvement in industry/academic joint activities within the College
    - rationale for offering the association
    - the start date and end date of the association

Honorary titles are intended to recognise ongoing attachments and are awarded for a fixed term, normally up to three years in the first instance. No monetary honorarium is associated with the offer.

The honorary research titles that can be awarded are:

9.4.1 Honorary Principal Research Fellow

Will have made an outstanding contribution to teaching and research

9.4.2 Honorary Senior Research Fellow

Extensive research experience required, the quality of which is determined by refereed publications, invitations to speak at conferences, hold an established national reputation and a known or developing international reputation. Have the ability to attract significant external research funding. Will usually lead a team of other research staff, possibly drawn from several disciplines

9.4.3 Honorary Research Fellow

Proven ability of high quality research, evidenced by authorship of a range of publications. Capable of attracting external research funding. May be required to undertake project management and/or supervise teams and other research staff; expected to provide expert advice and guidance to others

9.4.4 Honorary Research Associate

Required to produce independent original research and to take initiatives in planning of research.

9.5 Intellectual Property Rights

All IP generated throughout the employment of an Academic Research Staff Member belongs to EUC. In such cases that the Researcher is employed in a project that assigns explicit IP rights (e.g. an EU funded project) then the rules as set out by the funding agency are followed.

Honorary Research Staff may be required to assign the rights to any IP they create in the course of their academic activities to EUC. EUC may have obligations to organisations which are funding the research (e.g. an EU funded project) in question which it will not be able to honour without such an assignment of rights being in place. Associates are treated as if they were EUC Employees for the purposes of revenue sharing.

9.6 Involvement of Research Staff

Wherever possible, Academic Research staff should be encouraged to take part in university decision making processes, for example by inclusion in relevant departmental committees. Where appropriate, researchers should be included at University level, for example as representatives in working groups and staff consultation exercises.

Appendix A:

A Technology Transfer Process Map – to be completed when the TTF has been established.
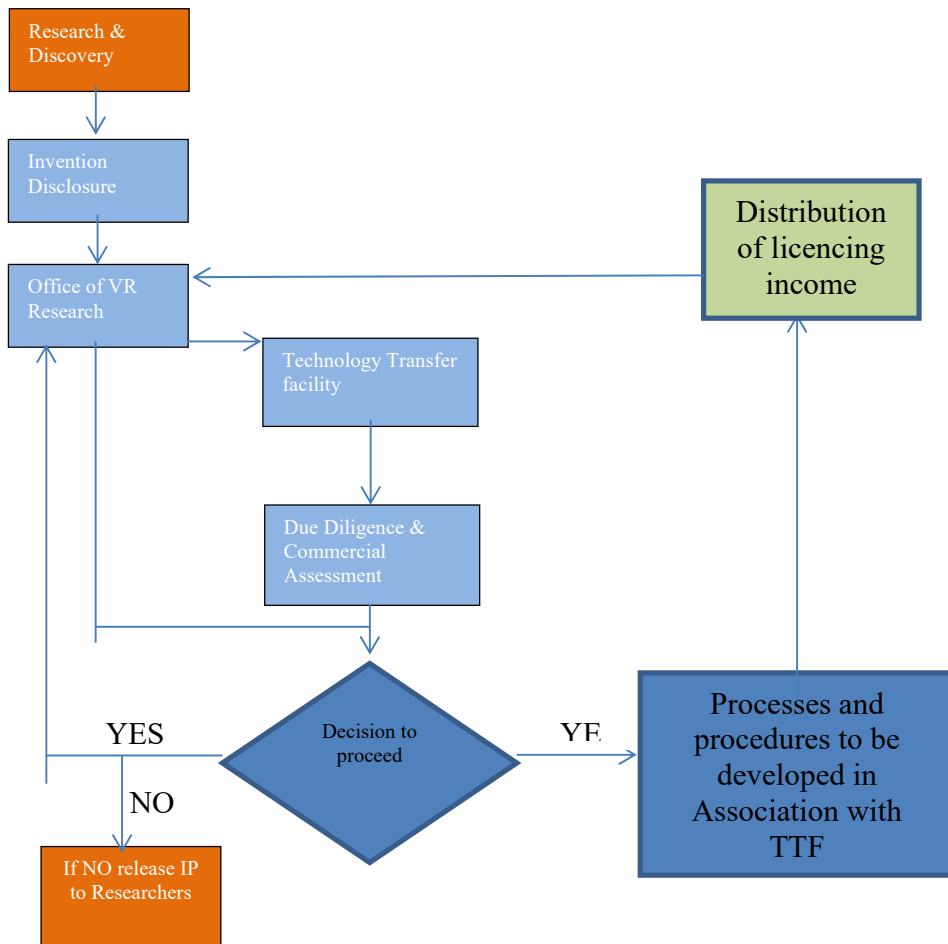
Appendix B:

Invention Disclosure Guidelines

Invention Disclosure Form - Example
An Invention Disclosure Form (IDF) is designed to determine the basic facts relating to an invention, design, or copyright material. It is a way of capturing an invention and establishing who the inventors are, what the invention is, who is funding it, what the anticipated product/ market is and initiate Intellectual Property (IP) due diligence. Information on the following aspects of an invention should be included in an Invention Disclosure Form.

1. Descriptive Title of the Invention.
2. Who was involved? Please specify for each individual who contributed, invented or authored (if software):
   a. Their names and if any are foreign nationals;
   b. Who their employer is; are any contracts or arrangements in place?
   c. What they contributed to the development of the technology (e.g. came up with the original idea; designed experiments; carried out experimental work; wrote code)
3. Detail of your invention:
   a. What do you think your invention is?
   b. What will your invention be used for?
   c. What are the advantages of your invention and how does it improve on the present situation?
   d. What is new about your invention?
   e. How and why does it work? What is the science behind the invention
   f. Are there any other uses of the invention?
4. Interest from external organisations and their details.
5. Information on published literature (including patents) relevant to your invention?
6. When and where the invention was first conceived?
7. What are your future plans for developing the technology?
8. Who have you told about the invention, when and where?
9. When did you first describe the invention in writing or electronically?
10. Publications, abstracts, conferences to date.
11. Publication and conference plans.
12. Funding information (comprehensive), e.g including third party support, Material Sales or Transfers, patient consents.

    For inventions that include software, please provide the following additional information.

13. Application name and version number.

14. For source code developed by the researchers identified in question 2 above, include: source files used, programming languages, development tools, copyright protection in source code.

15. For new versions, include: source files changed, added or removed since the previous version, documentation required for others to use, if the source files have been distributed outside the university, and in what form, and are the source files available as a web-download – inc. URL and terms under which the download is available.

16. For other source files or libraries that are required to build the software application (external software), list the following: all external software required to use the application; who owns that software, how was the software obtained, licence terms or FOSS – name of the licence.

Appendix C:

Suggested Revenue Sharing Scheme

The EUC will share royalty income with employees and/or students involved in producing Disclosable Work whose exploitation generates revenue for the EUC. Payments are made at the Organisation's sole discretion, but the EUC will normally share royalty income in accordance with the table below. This may be either as a lump sum or as royalty income over a period of time.

Table C1

Net Revenue	Allocated to the Creator/s	Allocated to the EUC Central Budget	Allocated to the Creator'/s School of Study or Department Budget	Allocated to Support the TTF
100%	50%	20%	20%	10%

Appendix D

D1. Points accumulation from Research

Table D1 details the evaluation categories which will be used for the calculation of research points allocated to EUC researchers. The table has been constructed taking into account the following:

1. The points awarded are based on the evaluation of research accomplishments, not on the estimation / calculation of hours spent during the implementation of a research activity.
2. A research accomplishment is any research-related activity which strengthens the research portfolio and enhances the research esteem of a researcher in particular, and the EUC in general
3. It is apparent that specific research accomplishments cannot be evaluated in a similar manner across the range of research disciplines. Therefore, the following table is implicitly "averaging" the weight of these accomplishments, so that the scheme can be operational and fair.
4. The term "national", when used in association with a conference, refers to one which is local in nature (i.e. only researchers from Cypriot Universities and other Cypriot research establishments participated in it).
5. The term "international", when used in association with a conference, refers to one which is international in nature (i.e. researchers from Universities and other research establishments from at least two countries participated in it).
6. The term "national", when used in association with a publication refers to one published by a Cypriot university or other Cypriot academic publishing house.
7. The term "international", when used in association with a publication refers to one published by an international university or other international academic publishing house.

Where a publication of any type (conference, journal, book chapter, monograph, textbook, book, or other) concerns two or more authors, the following points' calculation rules will apply: For cases up to (and including) two (2) authors, full points are awarded to the author in consideration. For each additional co-author (three (3) authors or more), a deduction of 2 points will be implemented on the full points' allocation for the category considered. The minimum points that an author will be awarded cannot be smaller than 50% of the full points' allocation for the category considered.

Table D1

Points	Conferences	Journals	Books	Research Projects	Other*
5	1. Presentation of poster / article in national conference (refereed) 2. Presentation as invited keynote speaker (refereed national conference)			1. Unsuccessful submission of funded research proposal in national / international organization (research partner)	Member of scientific / conference organizing committee (national / international)
10	1. Presentation of refereed poster / article in international conference (refereed) 2. Presentation as invited keynote speaker (refereed international conference) 3. Editor of national conference proceedings (refereed)	1. Publication of refereed journal article (journal not in ISI / Scopus / ACM / IEEE/etc.) 2. Editor of refereed journal special issue (journal not in ISI / Scopus / ACM / IEEE/etc.)	Publication of refereed book chapter (national)	1. Unsuccessful submission of funded research proposal in national organisation (project coordinator)	General Chair or Program Chair of refereed national conference
15	1. Editor of international conference proceedings (refereed)		Publication of refereed book chapter (international)	1. Unsuccessful submission of funded research proposal in international organization (project coordinator)	General Chair or Program Chair of refereed international conference

Table D1 (continues)

Points	Conferences	Journals	Book Chapters / Editors	Research Projects	Other*
20		1. Editor of refereed journal special issue (journal in ISI / Scopus / ACM / IEEE/etc.)	Editor of refereed book / book series		
25		1. Publication of refereed journal article (journal in ISI / Scopus / ACM / IEEE/etc.)			

* For these categories only 50% of the points will be accumulated

D2. Points accumulation from Research / Department of Arts

Due to the nature of the research conducted in the Department of Arts, Table D2 has been produced to address the research output of the Department. For all other research outputs such as journal papers, conferences, books, etc. the European University Cyprus' "Points' accumulation" table given in section D1 must be followed.

Table D2

Point s	Other				
	Performance /Exhibition (Artist		Creative works		Workshop/Seminars/Festivals /Competitions/ Broadcasts/Residencies
	Music	Graphic Design/Visual Arts	Music	Graphic Design/Visual Arts	
5	**A01** Performance - National level (partial performance)	**A02** Participation in local group exhibition	**A03** Composition for up to 4 musicians		**A04** • National Performance or Broadcast of a composition/arrangement • Adjudication of Competition • Invited workshop / art lecture in national conference/festival
10	**A05** Performance - International level (partial performance) Part of ensemble studio recording/ less than 3 tracks	**A06** Participation in international group exhibition	**A07** Composition from 5-10 musicians	**A08** Publication design (national/international) - booklets covers	**A09** • International Performance or Broadcast of a composition/arrangement • Competition Finalist • Invited workshop / art lecture in international conference/festival • Invited Artist (Workshop)
15	**A10** Performance - National level (entire concert) Performance with Large Ensemble Part of ensemble studio recording/ more than 3 tracks	**A11** Editor of exhibition catalogue (national/international)	**A12** Composition for 10 musicians and above	**A13** Publication design (international) - books and exhibition catalogues	**A14A** • Competition Winner • Invited Artist (Festival – duration more than three days) **A14B** Chair of international arts/music festival

20	**A15** Performer – International level (entire concert) / Solo studio Recording (CD) less than 3 tracks	**A16** Participation in national solo exhibition	**A17** Composition for Symphonic Orchestra	**A18** Commissioned work by government/museum/ other cultural institution	**A19** Participation in funded international residency
25	**A20** Solo studio Recording (CD) more than 3 tracks	**A21** Participation in international solo exhibition	**A22** Publication of a composition (Score/CD) by an International Music Publishing House /Recording company	**A23** Project: Curation of national / international exhibition	

INTERNAL REGULATION ON

SABBATICAL LEAVE

73rd Senate Decision: 22 May 2020

Policy on Sabbatical Leave

1. Purpose
The objective of a Sabbatical Leave is to increase a faculty's value to the University and thereby improve and enrich its programs. Such leave is not regarded as a reward for service or as a vacation or rest period occurring automatically at stated intervals. Sabbatical leaves are granted for planned travelstudy, formal education, research, writing of papers, monographs and books or other experience of academic value.

A Sabbatical Leave, as distinguished from a terminal leave, a leave without compensation, or a leave for reasons of health, is defined at EUC as a leave for encouraging faculty members to engage in scholarly research and international networking that will increase their scholarly achievement or their capacity for service to the University internationalization policy. A Sabbatical Leave is not granted for taking regular academic or other employment with a financial advantage elsewhere.

2. Terms
A Sabbatical Leave is granted to a faculty member, beginning September 1, for the usual teaching terms (i.e., September to June complete) of one academic year (two semesters). However, as an alternative, a faculty member who has qualified for a full year of Sabbatical Leave may apply for such sabbatical to be divided into two terms falling within a six-year period, each such term representing one semester.

The cost of replacing a faculty member during Sabbatical Leave is to be kept as low as possible by arrangements such as rotating courses, employing part-time academic staff, and making internal adjustments in the academic Departments concerned. In all cases, the relevant School must give the final approval for the implementation of the Sabbatical Leave in a particular semester so that the smooth operation of the academic programs offered by the School is not affected by severe staff shortage.

3. Procedure for Granting a Sabbatical Leave
Application for a Sabbatical Leave should be made by the faculty member and submitted to the Department Chairperson no later than December 1, preceding

the academic year in which the leave will be carried out. The faculty member should submit the completed application form which will include a plan of activities during the Sabbatical Leave. Letters of acceptance from the institutions which will host the faculty member during his/her leave should also be attached.

The Department Chairperson must forward the application with an accompanying recommendation to the appropriate Dean by the following December 15. The recommendation shall include a statement of the proposed method of handling the normal duties of the faculty member while on leave.

The Dean must forward each application and the accompanying recommendation of the Department Chairperson, together with the Dean's own recommendation, to the Office of the Rector by January 15.

The Office of the Rector will forward all applications to the Chair of the Ad-hoc Committee which will evaluate the proposals. The Ad-hoc Committee will consist of the Vice-Rector of Research & External Affairs (chair), the Vice-Rector of Academic Affairs and the Director of Human Resources. The evaluation procedure for the awards is described in the following section.

4. Evaluation Procedure for the Sabbatical Awards
The Committee will decide each year the number of new sabbatical awards which will be made to the whole University. This will not be less than 3% of EUC faculty in the current academic year.

The Committee will determine the number of new sabbatical awards which will be made to each School in the current academic year. To do this, the Committee will consider the proportion of sabbatical leave awards which have been made to faculty members of each School of the University in the last three years including the current academic year. The Committee will ensure that with the new awards this proportion for each School does not deviate by more than 20% from its proportion of faculty members. Deviations exceeding 20% from these proportions may be allowed in the first three years of the implementation of the policy (starting academic year: 2020-21).

Once the number of new sabbatical awards to each School is determined, the Committee will select the applicant(s) from each School who have the highest number of points as calculated with the scheme described in Appendix A (below).

Applicants will be notified about the outcome of their application by March 15.

5. Sabbatical Leave and Sponsored Research
A faculty member is entitled to supplement the salary provided by the University during the period of leave with funding provided by an institutional, national or international source for academic activities.

6. Eligibility
Eligibility for a Sabbatical Leave is limited to full-time faculty members who have achieved tenure rights and who have completed six years of full-time service as faculty at European University Cyprus. In general, at least six years must elapse between consecutive sabbaticals.

At the end of a sabbatical leave, the faculty member should forward to the Department Chairperson and the Dean copies of a report on activities undertaken during the period of the leave.

Chairs of Departments, Deans of Schools, Vice-Rectors and the Rector are not eligible for a sabbatical leave award during their term of office.

Appendix A

Point calculation system for Sabbatical Awards

This Appendix describes the point calculation system which will be used for selecting the candidates in each School which will be awarded a Sabbatical Leave (see section 4).

The point calculation system awards points by considering the research activity of faculty in the past 5 years.

- Scopus document in the past 5 years: 30 points
- Scopus citations to documents published in the past 5 years: 2 points per citation
- Successful research proposals–National:

Principal investigator (PI) of the whole proposal	Local Coordinator of the proposal	Participant in the proposal
50 points	20 points	10 points

- Successful research proposals–European Union

Principal investigator (PI) of the whole proposal	Local Coordinator of the proposal	Participant in the proposal
100 points	40 points	20 points

Example: A faculty member published 3 Scopus papers in the past 5 years which have 10, 1, 3 Scopus citations respectively. He/she submitted one national proposal as a PI. What are his/her total points?

The total points are calculated as follows:

Papers: 3*30=90pts

Citations: (10+1+3)*2=28pts

Proposals: 50=50pts

Total points 90+28+50=168pts

UNIVERSITY CHARTER ANNEXES AND INTERNAL REGULATIONS

FEBRUARY 2017

4.6.4. to teach in both undergraduate and postgraduate (only for faculty members) programs if requested.

4.6.5. to comply to any other duties appointed.

Note: For Special Teaching Personnel, Scholarship/Research is optional.

5. FACULTY PROMOTION

Promotion shall be on the basis of competency, qualifications, experience and other relevant factors. A major requirement for promotion from one rank to another is excellence in teaching, research and service to the Community, and sustained commitment and dedication to the University. Advancement in rank is not merely a matter of routine or seniority, but it is based primarily on merit. It should be noted that any Faculty member hired through the faculty selection and appointment procedure (See Appendix A) must complete at least three (3) years of service to the appointed rank, in order to be eligible for promotion; provided that he/she meets all other criteria for promotion.

5.1.   Promotion Criteria

Advancement in rank shall depend upon the faculty member meeting the six criteria listed below:

5.1.1. Fulfillment of the minimal criteria for appointment to rank.

5.1.2. Positive and substantial evidence of high competency in teaching.

5.1.3. Evidence of positive contribution(s) to the overall development of the individual's program area and Department.

5.1.4. Evidence of service to the University and Community in general.

5.1.5. Membership and participation in professional or learned societies of national or international significance.

5.1.6. Research and scholarly publications or recognized creative work in the individual's field.

5.2.   Documentation Accompanying the Application for Promotion

To be considered for advancement in rank, the applicant must:

5.2.1.   Demonstrate fulfillment of the minimal criteria for appointment to rank.

5.2.2.   Show positive and substantial evidence of high competency in teaching by submitting all the following:

5.2.2.1. Student ratings (in summary form) of Teacher and Course Evaluations during the years immediately preceding application, since the beginning of employment or the last promotion;

5.2.2.2. Analysis of grades submitted by the applicant during the years immediately preceding the application, since the beginning of employment or the last promotion;

5.2.2.3. Self-evaluation of the applicant's teaching methods/ techniques;

5.2.2.4. Peer Reviews from classroom observations during the years immediately preceding the application, since the beginning of employment or the last promotion, are strongly recommended.

5.2.2.5 Certificates and documentation of attendance in instructor teaching training programs/seminars; organized by the University or any other institution/carrier during the years immediately preceding application, since the beginning of employment or the last promotion;

5.2.3.   Show evidence of positive contribution(s) to the overall development of the individual's program area and Department.

5.2.4.   Show evidence of service to the University and Community in general.

5.2.5.   Show evidence of membership and participation in professional or learned societies of national or international significance.

5.2.6.   Show evidence of research and scholarly publications or recognized creative work in the individual's field (see framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking in Appendix D).

E.U.C. European University Cyprus

Note: It is advisable that with all the above documentation, the applicant submits the following:

(a) Self - Assessment documents for all the years immediately preceding application since the beginning of employment or the last promotion;

(b) Self – Assessment/Evidence illustrating compatibility with the 'UE Professor DNA/DNA Competencies'.

(c) Current Curriculum Vitae inclusive of all the pertinent activities.

5.3. Procedures for Promotion

The procedure for promotion is as follows:

5.3.1.   Faculty Members who consider themselves eligible for promotion have the responsibility to submit their application to the Dean of their School, whilst informing the Chairperson of the pertinent Department by October 31st. In the case that the applicant is the Dean of the School, then he/she must submit his/hers application to the Vice-Rector of Academic Affairs (who initiates the rest of the procedure).

5.3.2.   In order for an applicant to be considered eligible for promotion, all of the criteria for appointment to the rank must have been completed, prior to the October 31st deadline.

5.3.3.   Applications received after the above deadline shall not be reviewed for that academic year.

5.3.4.   The Committee on Promotion shall review all requests for promotion and make its recommendations in accordance with the procedures detailed in the Charter and are consistent with the Law. The Committee on Promotion has the responsibility to solicit the appropriate information in order to make recommendations for promotion with respect to the promotion criteria outlined above.

5.3.4.1.   Membership of the Committee on Promotion

5.3.4.1.1. The Committee on Promotion shall consist of the following members (care of the Dean of the pertinent School):

E.U.C. European University Cyprus

- Two full-time Faculty members from each Department of the School.
- One representative Faculty member from each of the other Schools of the University.

Notes:

a) All Committee members should hold a higher rank to the one the candidate is considered for, except for the rank of Professor, for which all members should hold the rank of Professor. In the case that the conditions in a School are such, where there are not faculty members available in a higher rank, then the Committee can be constituted by additional Faculty members of another Department/School in a higher rank. In the case that the above provisions are not possible, the Committee can also consist of pertinent Department/School members in an equal, to the one the candidate is considered for, rank.

b) A voting right reserve only the members that are present during the meetings of the Committee on Promotion.

c) A quorum shall consist of two-thirds of the voting members.

d) Each eligible member shall have one vote in Committee meetings and Committee elections. In case of a tie, the Chair of the Committee shall cast the winning vote.

5.3.4.1.2. There shall be at least one external reviewer who is a full-time active academician in the discipline of the candidate, and who holds an academic rank higher or equal to the rank for which the faculty member is being considered. The external reviewer(s) shall not be co-author(s), nor shall he/she maintain a proved close relationship of any kind, or be a family member of the candidate.

5.3.4.1.3. The Chair of the Committee is elected by the members at the first meeting of the Committee.

5.3.5. The Dean of the School forwards the application and the candidate's academic portfolio to the Chair of the Committee on Promotion by November 15th.

5.3.6. The Committee on Promotion prepares a list of prospective external reviewers and investigates whether the candidate holds a strong objection(s) towards any individual on the list serving as external reviewer; or whether any of the requirements in point 5.3.4.1.2 are being violated. Then the Committee on Promotion makes the final selection of an external reviewer.

E.U.C. European University Cyprus

5.3.7.	The Chair of the Committee on Promotion forwards copies of the candidate's academic portfolio to all members of the Committee (including the external reviewers) within a week and arranges for a review meeting within forty-five (45) days from the day the Chair of the Committee received the application and the candidate's academic portfolio.

5.3.8.	The final decision and report of the Committee on Promotion is forwarded by the Chair of the Committee to the Council of Department, via the Chairperson of Department, within two (2) weeks from the conclusion of the Committee's deliberations. The Council of the Department determines that all procedural guidelines have been properly followed, ensures that all appropriate criteria were satisfied and reaches to an appropriate decision.

5.3.9.	The Chairperson of the Department forwards the decision of the Council of Department, the portfolio and the reports to the Council of School via the Dean of School, within a month from the date he/she receives the Committee's decision and accompanying material.

5.3.10.	The Council of School reaches a decision after reviewing the decision of the Council of Department, the portfolio and the report of the Committee on Promotion and ensures that all appropriate criteria for promotion are satisfied and all procedures have been followed. The Dean of School then forwards the decision of the Council of School together with the decision of the Council of Department, the portfolio and the report of the Committee on Promotion to the Senate, via the Rector, within a month from the date he/she receives the decision of the Council of Department and the accompanying material.

5.3.11.	The Senate reaches a decision after reviewing the decision of the Council of School, the decision of the Council of Department, the portfolio and the report of the Committee on Promotion and ensures that all appropriate criteria for promotion are satisfied and all procedures have been followed. The Rector then forwards the decision of the Senate, together with the decision of the Council of School, the decision of the Council of Department, the portfolio and the report of the Committee on Promotion, to the University Council via the President, within a month from the date he/she receives the decision of the Council of School and the accompanying material.

5.3.12.   The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.

5.3.13.   The Dean of School and/or the Rector and/or the President may require from the Committee on Promotion further elaboration of specific issues/ areas of the application.

5.3.14.   The ratified final decision of the Council is communicated immediately to the pertinent Dean of School via the Rector. The candidate (with copy to the pertinent Chairperson of Department) shall be informed immediately of the decision in writing by the Dean of the School.

5.3.15.   The approved promotion becomes effective at the beginning of the new academic year.

Notes:
    (a)   **The schedule of weeks includes academic weeks and not weekends and/or Christmas holidays, which should not be counted as part of the time period stated in each clause.   The procedure is expected to start on November 1st and be concluded by the 31st of March.**
    (b)   **Special Teaching Personnel promotion procedures are similar to those applied for Faculty Promotion, as per described in the Internal Regulations and Guidelines on Election Procedures (Annex 15).**

6. PERFORMANCE EVALUATION OF FACULTY AND SPECIAL TEACHING PERSONNEL

The main purpose of the Performance Evaluation System is the development of both Faculty Members and Special Teaching Personnel.

6.1.   Basic Principles and Standards

6.1.1. Teaching

Effective teaching is given the greatest weight and other factors cannot compensate for a failure to satisfy it. It involves mastery of the subject matter, the ability to stimulate the intellectual capabilities of students, and effectiveness in communicating the skills, methods and content of one's discipline. It includes a spirit of study necessary to keep courses continually revised and the

E.U.C. European University Cyprus

APPENDIX D

FRAMEWORK OF MINIMUM SUGGESTED/EXPECTED REQUIREMENTS IN RESEARCH AND SCHOLARLY PUBLICATIONS AND/OR RECOGNIZED CREATIVE WORK FOR FACULTY RANKING

	FOR ALL ACADEMIC DEPARTMENTS	SPECIAL PROVISIONS FOR THE ARTS AND MUSIC
LECTURER TO ASSISTANT PROFESSOR	• Substantial record of presentations at professional, peer-reviewed national and international conferences. • Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters. • Strong participation in externally funded, peer reviewed research grant (s) or research project (s). • Evidence of contribution to the international research community as this is indicated by reviewing duties in international peer-reviewed journals or in scientific committee of national and international conferences.	• Substantial record of presentations at professional, peer-reviewed national and international conferences, and/or art, music and design festivals or group shows and music clinics. • Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters, online publications, exhibition catalogues, original creative works, live performance of creative works, curated or produced substantial public exhibitions and events. • Strong participation in externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies. • Evidence of contribution to the international research community as this is indicated by reviewing duties in international peer-reviewed journals or in scientific committee of national and international conferences, adjudicator in music and art festival and competitions and

E.U.C. European University Cyprus

		member of selection committees.
		• Board membership in national or international professional associations.
		See Notes 1 and 2 at the bottom of the document
ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR	• Substantial record of presentations at professional, peer-reviewed national and international conferences. • Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters. • Evidence of substantial research impact on an international level, as this is indicated by citation impact analysis or other means relevant to the specific areas of research • Capacity in achieving research funding as this is indicated by (any or all): o Participation in externally funded, peer reviewed research grant (s) or research project (s). o Participation in externally funded, international research networks. o Development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s) • Substantial record of student project supervisions on both graduate and postgraduate level • Strong evidence of contribution to international research community as this is indicated	• Substantial record of presentations at professional, peer-reviewed national and international conferences, and/or art, music and design festivals or group shows and music clinics and broadcasts. • Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters, online publications, exhibition catalogues, original creative works, live performance of creative works, curated or produced substantial public exhibitions and events • Evidence of substantial research impact on an international level, as this is indicated by citation impact analysis* or other means relevant to the specific areas of research *(*Citation impact does not apply to the arts. Please refer to the Research Policy Document for the Arts).* • Capacity in achieving research funding as this is indicated by (any or all): o Strong participation in externally funded, peer reviewed research grant (s), research project (s) or funded creative works/commissions and artist

by: ○ Reviewing duties in international peer-reviewed journals or in scientific committee of national and international conferences ○ Membership of the editorial board in refereed international journals	residencies, awards, competitions or calls for creative works. ○ Participation in externally funded, international research networks and/or collaborations (i.e. organizations, companies). ○ Development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies, and/or work as curator and artistic director. • Substantial record of student project supervisions on both graduate and postgraduate level (where applicable). • Strong evidence of contribution to international research community as this is indicated by (any or all): ○ Reviewing duties in national/international peer-reviewed journals or in scientific committee of national and international conferences ○ Membership of the editorial board in refereed national/international journals ○ Board membership in national/international professional associations. ○ Member in organizing and/or scientific committees of national/international conferences, projects, symposia and festivals. ○ Member of jury and/or adjudicator in national and international competitions. *See Notes 1 and 2 at the bottom*

E.U.C. European University Cyprus

		of the document

ASSOCIATE PROFESSOR TO PROFESSOR	• Substantial record of presentations at professional, peer-reviewed national and international conferences.
	• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters.
	• Evidence of substantial research impact on an international level, as this is indicated by:
	  o Citation impact analysis or other means relevant to the specific areas of research
	  o Research awards and prizes (including elected fellowships)
	  o Invitations to participate as a speaker in international research meetings, workshops, and conferences
	  o Translation(s) of the applicant's research work
	• Strong evidence of leadership in achieving research funding as this is indicated by:
	  o Substantial record of participation in externally funded, peer reviewed research grant (s) or research project (s).
	  o Substantial record of participation in externally funded, international research networks.
	  o Substantial record of development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s)
		• Substantial record of presentations at professional, peer-reviewed national and international conferences, and/or art, music and design festivals or group shows and music clinics and broadcasts.
		• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters, online publications, exhibition catalogues, original creative works, live performance of creative works, curated or produced substantial public exhibitions and events
		• Evidence of substantial research impact on an international level, as this is indicated by:
		  o Citation impact analysis or other means relevant to the specific areas of research *(*Citation impact does not apply to the arts. Please refer to the Research Policy Document for the Arts).*
		  o Research and/or other awards and prizes (including elected fellowships, prestigious scholarships, design or music competitions)
		  o Invitations to participate as a speaker in international research meetings, workshops, conferences, exhibitions, and other art, music and design events
		  o Translation(s) of the applicant's research work

E.U.C. European University Cyprus

• Substantial record of research supervisory work, as this is indicated by: o Student project or thesis supervisions on taught undergraduate and postgraduate level o Supervision of doctorate-level candidates • Strong evidence of contribution to the international research community as this is indicated by (any or all): o Reviewing duties in international peer-reviewed journals and books in publishing houses o Reviewing duties in international research-funding organizations o Membership of the editorial board in refereed international journals o Chairing of international peer-reviewed conferences or serving in national and international conferences' scientific committees • Strong evidence (as appropriate to the discipline) of significant impact of research transfer / exchange on practice, quality of life or wider social or cultural issues through ongoing engagement with communities or/and stakeholders, as this can be indicated by: o Application of research findings to improve the performance of public organizations e.g. by informing public policy, government, or by engaging with the heritage or cultural sector,	• Strong evidence of leadership in achieving research funding as this is indicated by: o Substantial record of participation in externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies, and/or work as curator and artistic director. o Substantial record of participation in externally funded, international research networks. o Substantial record of development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies, and/or work as curator and artistic director. • Substantial record of research supervisory work (where applicable), as this is indicated by: o Student project or thesis supervisions on taught undergraduate and postgraduate level o Supervision of doctorate-level candidates • Strong evidence of contribution to the international research community as this is indicated by (any or all): o Reviewing duties in international peer-reviewed journals and books in publishing houses o Reviewing duties in international research-funding organizations

E.U.C. European University Cyprus

	o development of standards and procedures, etc. o Application of knowledge to improve the performance of business, commerce or industry, through consultancy, inventions, intellectual property (patent applications, provisional patents, or patents awarded), and spin-off companies	o Membership of the editorial board in refereed international journals o Chairing of international peer-reviewed conferences or serving in national and international scientific committees of conferences, projects, symposia and festivals o Artistic Director in international and national conferences, projects, symposia and festivals o Member of jury and/or adjudicator in national and international competitions. • Strong evidence (as appropriate to the discipline) of significant impact of research transfer / exchange on practice, quality of life or wider social or cultural issues through ongoing engagement with communities or/and stakeholders, as this can be indicated by: o Application of research findings to improve the performance of public organizations e.g. by informing public policy, government, or by engaging with the heritage or cultural sector, development of standards and procedures, etc. o Application of knowledge to improve the performance of business, commerce or industry, through consultancy, inventions, intellectual property (patent applications, provisional patents, or patents awarded), and spin-off companies *See Notes 1 and 2 at the bottom of the document*

E.U.C. European University Cyprus

		Notes: 1. In the case that the applicant is a practitioner some of the criteria above may not be applied and extra emphasis should be given on creative work (portfolio, professional work, performances). 2. For a more comprehensive analysis, please refer to the **Research Policy Document for the Arts**

E.U.C. European University Cyprus

	European University Cyprus

SCHOOL:	**SCHOOL OF BUSINESS SCHOOL**
DEPARTMENT:	**MANAGEMENT AND MARKETING**

COURSE OUTLINE

Course Information		
Course Title: Product and Services Management		
Mode of Delivery: Conventional		
Course Code & Section: MK643N	**Semester: FALL 2019**	
Day and Time: Tue 18:10-21:00	**Lecture Room No.:** 206	**Lab Room No.: -**
Prerequisite(s): - **Co-requisites: -**	**ECTS: 7**	
Level: Master (2nd Cycle)	**Lecture Hours per week:** 3	**Laboratory Hours per week: -**
Type of Course: Compulsory		
Instructor Information		
Name: Dr. Myria Ioannou		
Office Room No.: Tower Building Block C, Room 5	**Office Telephone Number:** 22713195	
E-Mail: m.ioannou@euc.ac.cy	**Office Hours:** Available on Blackboard	
Website Link: https://euc.ac.cy/en/faculty-profiles/myria-ioannou/		
Website/Links		
University Website: www.euc.ac.cy		
EUC App: https://mobile.euc.ac.cy/		

COURSE DESCRIPTION:

The course is designed to enable students to identify and apply the attitudes and knowledge skills required in performing in a marketing product management position.

LEARNING OUTCOMES:

Upon successful completion of this course, students are expected to be able to:

1. Discuss product management and product strategy practices through case studies

2. Identify and develop new product strategies based on the demands of the market through case studies

3. Define the market and its needs and push forward the advertising mechanisms in order to establish the product in the market.

4. Present ideas and formulas on product deletion and product innovation through case studies and project work

5. Explore the commercial aspects of product design and distribution in a highly competitive market.

SUGGESTED TEXTBOOK(S):

- Cooper, R. Winning at new products: Creating Value through Innovation, Kindle Edition

- Avlonitis, G. and Papastathopoulou, P. Product and Services Management, Kindle Edition

- Urban, H. and Dkotakia Essentials of new product management

RECOMMENDED/ADDITIONAL READINGS:

- Sethi, R., 2000. New product quality and product development teams. Journal of marketing, 64(2), pp.1-14.
- Leenders, R.T. and Dolfsma, W.A., 2016. Social networks for innovation and new product development. Journal of Product Innovation Management, 33(2), pp.123-131.

- Gronroos, C., 1994. From marketing mix to relationship marketing: towards a paradigm shift in marketing. Asia-Australia Marketing Journal, 2(1), pp.9-29.

- Morgan, R.M. and Hunt, S.D., 1994. The commitment-trust theory of relationship marketing. Journal of marketing, 58(3), pp.20-38.

- Customer Centric Marketing Strategies: Tools for Building Organizational Performance, USA: IGI Global, Book chapter: Ioannou, M. (2012) "Customer Relationship Management: A One-Size-Fits-All philosophy?" pp. 150-170

- Brodie, R. J., Hollebeek, L. D., Jurić, B., & Ilić, A. 2011. Customer engagement: Conceptual domain, fundamental propositions, and implications for research. Journal of Service Research, 14(3), 252-271.

- Pansari, A. and Kumar, V., 2017. Customer engagement: the construct, antecedents, and consequences. Journal of the Academy of Marketing Science, 45(3), pp.294-311.

- Verhoef, P., Lemon, K., Parasuraman, A., Roggeveen, A. and l Tsiros, M. 2009 "Customer Experience Creation: Determinants, Dynamics and Management Strategies ." Journal of Retailing, 85

- Heinonen, K. and Strandvik, T., 2015. Customer-dominant logic: foundations and implications, Journal of Services Marketing, Vol. 29 No. 6/7, pp. 472-484

- Ramaswamy, V. and Ozcan, K., 2014. *The Co-Creation Paradigm*. Stanford University Press

- Hoyer, W.D., Chandy, R., Dorotic, M., Krafft, M. and Singh, S.S., 2010. Consumer cocreation in new product development. Journal of service research, 13(3), pp.283-296.

- Parasuraman, A., Zeithaml, V.A. and Berry, L.L. 1988, SERVQUAL: A Multiple Item Scale for Measuring Consumer Perceptions of Service Quality, Journal of Retailing, Vol. 64, No. 1, pp.14-40

- Hisrich, Robert D. Marketing Decisions for new and mature products, Prentice Hall

The Copyright Law on Data Protection in Cyprus and the European Union

'Copyright' is the legal term used to describe the rights given to an author to protect his/her original work. The Law protects this work from being copied without permission and upholds the author's right to derive an income from his/her work.

It is an offence to photocopy *more than 10% or one chapter* (whichever is the greater) of the course textbook or any other textbook, which is not less than 10 pages long. The photocopy must be for *personal* use only.

Possession of substantial photocopied material (such as a whole textbook) on the campus of the European University Cyprus can result in disciplinary measures by the institution and by the Law enforcement authorities.

Buy your course textbook and keep it forever!
It offers you a better deal in visual learning skills, course links, and online data bases.
and Cyprus can maintain a good name in the academic community!

WEEKLY BREAKDOWN	
WEEK	**TOPIC**
1	Public Holiday
2	Introduction to Product Management
3	Strategic aspects: Customer Relationship Management *Information and explanation of assignments will be provided*
4	Strategic aspects: CRM and value creation
5	New Product Development Process (1) Generating and Screening Ideas
6	New Product Development Process (2) Business Analysis
7	**Mid Term Exam** (12th of November)
8	New Product Development Process (2) Business Analysis and customer value creation
9	New Product Development Process (3) Prototype development (4) Market tests (5) Commercialization Adoption of new products
10	New Product Development: Services
11	**Presentations and Discussion** (10th of December)
12	Managing new products through the PLC Building Brand Equity
13	**REVIEW: Value creation & co-creation**
14	**FINAL EXAMS**

GRADE DISTRIBUTION:

DESCRIPTION:	PERCENTAGE
1. Assignment 1: Group presentation	40%
2. Assignment 2: Group report	10%
3. Mid Term Exam	15%
4. Final Exam	35%
5. Participation/Attendance	10%
TOTAL	100%

ADDITIONAL NOTES:

1. The basic textbook(s) and/or the recommended/additional readings listed in this course outline are the responsibility of the student to purchase, as per instructed by the Course Instructor.

2. The final examination for this course will be taking place between 13/01/20-24/01/20 The final date and time will be provided at a later stage.

3. For a student who fails (one time) a course, see the 'Resit of the Final Examination' policy of European University Cyprus (EUC) at the EUC website here https://www.euc.ac.cy/en/current-students/academic-policies--regulations

4. Students with learning difficulties and disabilities are strongly encouraged to contact before the end of the third week of each academic semester the committee E.Φ.E.E.A. at [e] y.christofi@euc.ac.cy and [t]+357 22559509], in order to ensure that the appropriate academic accommodations and support will be provided to them throughout the semester, as well as during the final examination.

5. Please remember to evaluate this course electronically, always in alignment to the guidelines that will be provided. The evaluation period will be taking place between 09/12/2019 – 20/12/2020.

GRADING SYSTEM:

UNDERGRADUATE					GRADUATE			
Letter Grade	Grade Meaning	Grade Points	Percentage Grade		Letter Grade	Grade Meaning	Grade Points	Percentage Grade
A	Excellent	4.0	90 and above		A	Excellent	4.0	90 and above
B+	Very Good	3.5	85-89		B+	Very Good	3.5	85-89
B	Good	3.0	80-84		B	Good	3.0	80-84
C+	Above Average	2.5	75-79		C+	Above Average	2.5	75-79
C	Average	2.0	70-74		C	Average	2.0	70-74
D+	Below Average	1.5	65-69		D+	Below Average	0	

D	Poor	1.0	60-64		D	Poor	0	
F	Failure	0			F	Failure	0	
I	Incomplete	0			I	Incomplete	0	
W	Withdrawal	0			W	Withdrawal	0	
P	Pass	0			P	Pass	0	
AU	Audit	0			AU	Audit	0	

(a) The grade "I" is awarded to a student who has maintained satisfactory performance in a course but was unable to complete a major portion of course work (e.g. assignment/paper or final exam) and the reasons given are acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the missing work and to reach an agreement on the means by which the remaining course requirements will be satisfied. A student is responsible, after consulting with the instructor, for fulfilling the remaining course requirements within the first four weeks of the following semester for which an "I was awarded. In very special cases, the instructor may extend the existing incomplete grade to the next semester. Failure of the student to complete work within this specific time-limit will result in an "F" which will be recorded as the final grade.
(b) The grade "W" indicates withdrawal from the course before the specified time as explained in the withdrawal policy.
(c) Grades of "P" will not be computed into a student's cumulative grade point average but will count towards graduation credits.
(d) Grades of "F" will be computed into the student's cumulative grade point average.
(e) Students enrolling for an Audit must designate their intent to enrol on an Audit basis at the time of registration. Students registering for a course on an Audit basis receive no credit.

UNIVERSITY EMAILS:
The University has taken the decision that all students, attending any University program of study, make use of the EUC email addresses when corresponding with EUC academic and administration staff, as well as all scientific collaborators and special scientists. It should be noted that the EUC staff will not be replying to any non-official EUC University email addresses.

UNIVERSITY EMAIL SUPPORT:
Kindly contact support@euc.ac.cy in case you do not know your University email address or face any difficulty in using it.

LIBRARY:
OpenAthens (http://openathens.euc.ac.cy/) is an Identity and Access Management System used to authenticate eligible students, faculty and staff to the electronic

resources delivered by the library of the European University Cyprus. More importantly, OpenAthens provides the user with single sign-on access to both internal and external web-based resources. Student credentials are the same EUC email and password that is used to access the EUC student portal and library account.

Additionally, students and instructors can find the relevant **textbooks** used for their courses, in the **e-textbook list**, that is uploaded in the **EUC STUDENTS PORTAL**. The list includes the course number, the title and author of the suggested textbook, as well as the publisher's **link**. Students can click on the publisher's link and buy, if they wish, their textbook, either in print version or electronic, if available.

INTERNAL REGULATIONS ON ACADEMIC ETHICS AND STUDENTS' DISCIPLINE

1. PREAMBLE

E.U.C. European University - Cyprus is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. However, the exercise and preservation of these freedoms and rights require a respect for the rights of all in the community to enjoy them to the same extent. It is clear that in a community of learning, willful disruption of the educational process, destruction of property, and interference with the orderly process of the University or with the rights of other members of the University cannot be tolerated. Students enrolling in the University assume an obligation to conduct themselves in a manner compatible with the University's function as an educational institution. To fulfill its functions of imparting and gaining knowledge, the University retains the power to maintain order within the University and to exclude those who are disruptive of the educational process.

2. POLICY AND PROVISIONS ON ACADEMIC ETHICS

The University has a responsibility to uphold and promote quality scholarship and to ensure that its students understand what academic integrity is. This section outlines the University's policy on dishonest academic performance by its students. Such offences carry penalties. Students should read carefully the Internal Regulations on Academic Ethics and Students' Discipline, and are encouraged to ask Faculty for help and guidance on honest academic practice, particularly in using source material from the Internet. In this way, they can avoid any unintentional dishonesty.

2.1. ORIGINALITY

For the purposes of this Policy on Academic Ethics 'original' work is work that is genuinely produced specifically for the particular assessment task by the student whose name is attached to it. Any use of the ideas or scholarship of others is acknowledged. 'Work' includes not only written material but also oral, audio, visual or other material submitted for assessment.

2.2. ACADEMIC DISHONESTY

Academic dishonesty is determined by the extent and the level of intent. In assessing the extent or scale of the dishonesty the instructor will evaluate how much of the work is the student's own after all unacknowledged source material has been removed. In no case can work that is plagiarized be taken into account in determining a grade. Intent to deceive is the single most significant aspect of academic dishonesty. Repeated instances of deception will incur heavy penalties for the student and the violation will be officially and permanently recorded in the student's record.

2.3. PLAGIARISM

Plagiarism is representing the work of somebody else as one's own. It includes the following:
i. submission of another student's work as one's own;
ii. paraphrasing or summarizing without acknowledgement of source material;
iii. direct quoting or word copying of all or part of a work, ideas, or scholarship of another without identification or acknowledgement or reference;
iv. submitting as one's own work purchased, borrowed or stolen research, papers, or projects.

2.4. CHEATING

Cheating is giving or receiving unauthorized help for unfair advantage before, during, or after examinations, tests, presentations or other assessments, such as:
i. collaboration beforehand if it is specifically forbidden by the instructor
ii. verbal collaboration during the examination, unless specifically allowed by the instructor;
iii. the use of notes, books, or other written aids during the examination, unless specifically allowed by the instructor;
iv. the use of electronic devices and mobile telephony to store, transmit or photograph information to or from an external source;
v. the use of codes or signals to communicate with other students in the examination room;
vi. looking upon another student's papers and / or allowing another student to look upon one's own papers during the examination period;
vii. passing on any examination information to students who have not yet taken the examination;
viii. falsifying exam identification by arranging with another student to take an examination in their place or in one's own place;
ix. pretending to take the exam but not submitting the paper, and later claiming that the instructor lost it.

2.5. COLLUSION

Collusion is false representation by groups of students who knowingly assist each other in order to achieve an unfair assessment advantage. It involves:
i. representation of the work of several persons as the work of a single student with both parties knowingly involved in the arrangement;

ii. representing the work of one student as the work of a group of students with both parties knowingly involved in the arrangement;
iii. willing distribution of multiple copies of one's assignments, papers, projects to other students for submission after re-labeling the paper as their own original work.

2.6. FABRICATION
Fabrication is the false representation of research data or 'performance' material as original, authentic work for submission for assessment. Examples are:
i. invention of data;
ii. willfully omitting some data to falsely obtain desired results

2.7. PENALTIES AND PROCEDURES
A faculty member, after evaluating the extent of the dishonesty and the level of intent and proving academic dishonesty, may use one or a combination of the following penalties and procedures:
i. requiring rewriting of a paper containing some plagiarized material;
ii. lowering of a paper or project grade;
iii. giving a failing grade on a paper;
iv. lowering a course grade;
v. giving a failing grade in a course;
vi. referring the case to the Senate for further action that may include academic suspension or expulsion.

Instructors are expected to report in writing to the Registrar's Office (through their Chairperson of Department) all the penalties they impose, with a brief description of the incident, with copies sent to the Dean of the relevant School and the Rector. Should an instructor announce a failing grade in the course because of academic dishonesty, the student under penalty shall not be permitted to withdraw from the course.

APPEALS PROCEDURE:

In the case where a student believes that the grade received in the Final Exam is different from what was expected, he/she must exhaust all possibilities of resolving the problem with the pertinent instructor first. If this does not lead to a resolution, the student may appeal against the Final Exam grade by filing a petition with the Office of the Registrar (Petition Fee €34).

The Registrar will forward a copy of the petition to the pertinent Chairperson of Department, who will first ascertain that no error was made by the instructor, and if so will assign an anonymous re-evaluation of the final examination/project to another instructor. In the case of major discrepancy between the instructor's evaluation and the re-evaluation that will require change of grade, the average of the two evaluations will be assigned as the final grade to the final examination/project. Changes of grades resulting from an appeal require the endorsement of the Dean of School.

For a petition to be reviewed, a student must appeal within four (4) weeks from the date the results are announced.

SCHOOL:	SCHOOL OF BUSINESS ADMINISTRATION
DEPARTMENT:	MANAGEMENT AND MARKETING

COURSE OUTLINE

Course Information		
Course Title: GLOBAL BUSINESS ENVIRONMENT		
Mode of Delivery: Conventional		
Course Code & Section: IB642 N	**Semester:** Fall 2020	
Day and Time: THURSDAY, 6-9 pm	**Lecture Room No.:**	**Lab Room No.:**
Prerequisite(s): NONE **Co-requisite(s):** NONE	**ECTS:** 7	
Level: Master (2nd Cycle)	**Lecture Hours per week: 3**	**Laboratory Hours per week:**
Type of Course: Compulsory		
Instructor Information		
Name: Marios I. Katsioloudes		
Office Room No.: -	**Office Telephone Number: -**	
E-Mail: mkatsioloudes@gmail.com	**Office Hours: By appointment, On-line**	
Website Link: -		
Website/Links		
University Website: www.euc.ac.cy		
EUC App: https://mobile.euc.ac.cy/		

COURSE DESCRIPTION:

The course focuses on the impact of various environmental forces like economic, political, and cultural environments on international business. It analyzes various international trade theories and their impact on international business and government policies. Strategic decisions of international business regarding FDI (Foreign Direct Investment), country selection and functional aspects of international management strategy are considered in depth.

LEARNING OUTCOMES:

Upon successful completion of this course, students are expected to be able to:

- Critically analyze the complex dimensions of the international environment (cultural, political, legal, economic, etc.) for specific cases and propose appropriate action
- Outline techniques in country selection and evaluation for foreign direct investment (FDI) for specific firms
- Given a case study to analyze the advantages and disadvantages of international collaborative strategies and propose appropriate action
- Analyze corporate strategy and control issues for specific multinational corporations and suggest appropriate managerial solutions
- Appraise appropriate business decisions in a complex international context through case studies and realistic business situations.

SUGGESTED TEXTBOOK(S):

Daniels J.D. and Radebaugh, International Business
Environments & Operations latest edition, New Jersey
Pearson/Prentice Hall.

Hill Charles W.L. Global Business Today – latest edition McGraw-Hill

Ball D., McCulloch W, Frantz P., International
Business: The Challenge Of Global
Competition, latest edition (McGraw-Hill- Irwin)

RECOMMENDED/ADDITIONAL READINGS:

Katsioloudes, M. and Hadjidakis, S. International Business. A Global Perspective.
Butterworth-Heinemann of the Elsevier Group

Journals:
Journal of International Business Studies
Journal of International Management
Harvard Business Review

WEEKLY BREAKDOWN (excluding Christmas or Easter Holidays):	
WEEK	**TOPIC**
1	• National Holiday
2	• Introduction to the Course • Cultural Environment
3	• Political and legal environment • Economic environment International trade theories
4	• Financial environment: foreign exchange market /exchange rates • Discussion on the IMF, The World Bank and other international organizations
5	• Country evaluation and selection
6	• Video presentation and discussion
7	• Foreign direct investment (FDI)
8	• Economic Integration (EU; NAFTA, MERCOSUR, etc.)
9	• Global strategic management
10	• Entering the International market • Doing business in Industrialized nations; emerging economies; developing countries
11	• International Marketing
12	• Strategic Global Human Resource Management
13	• Overview of the course and presentations of group work
14 & 15	**FINAL EXAM (Open book)**

GRADE DISTRIBUTION:	
DESCRIPTION:	**PERCENTAGE**
1. Mid Term Examination	15%
2. Final Examination	35%
3. Individual Assignment	15%
4. Group Assignment	25%
5. Class Contribution/Participation	10%
TOTAL	100%

ADDITIONAL NOTES:

1. The basic textbook(s) and/or the recommended/additional readings listed in this course outline are the responsibility of the student to purchase, as per instructed by the Course Instructor.

2. The final examination for this course will be taking place between 11/01/21 – 22/01/21. The final date and time will be provided at a later stage.

3. For a student who fails (one time) a course, see the 'Resit of the Final Examination' policy of European University Cyprus (EUC) at the EUC website here https://www.euc.ac.cy/en/current-students/academic-policies--regulations.

4. Students with learning difficulties and disabilities are strongly encouraged to contact before the end of the third week of each academic semester the committee Ε.Φ.Ε.Ε.Α. at [e] y.christofi@euc.ac.cy and [t]+357 22559509], in order to ensure that the appropriate academic accommodations and support will be provided to them throughout the semester, as well as during the final examination.

5. Please remember to evaluate this course electronically, always in alignment to the guidelines that will be provided. The evaluation period will be taking place 07/12/20 – 18/12/20.

GRADING SYSTEM:

UNDERGRADUATE					GRADUATE			

Letter Grade	Grade Meaning	Grade Points	Percentage Grade		Letter Grade	Grade Meaning	Grade Points	Percentage Grade
A	Excellent	4.0	90 and above		A	Excellent	4.0	90 and above
B+	Very Good	3.5	85-89		B+	Very Good	3.5	85-89
B	Good	3.0	80-84		B	Good	3.0	80-84
C+	Above Average	2.5	75-79		C+	Above Average	2.5	75-79
C	Average	2.0	70-74		C	Average	2.0	70-74
D+	Below Average	1.5	65-69					
D	Poor	1.0	60-64					
F	Failure	0			F	Failure	0	
I	Incomplete	0			I	Incomplete	0	
W	Withdrawal	0			W	Withdrawal	0	
P	Pass	0			P	Pass	0	
AU	Audit	0			AU	Audit	0	

(a) The grade "I" is awarded to a student who has maintained satisfactory performance in a course but was unable to complete a major portion of course work (e.g. assignment/paper or final exam) and the reasons given are acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the missing work and to reach an agreement on the means by which the remaining course requirements will be satisfied. A student is responsible, after consulting with the instructor, for fulfilling the remaining course requirements within the first four weeks of the following semester for which an "I was awarded. In very special cases, the instructor may extend the existing incomplete grade to the next semester. Failure of the student to complete work within this specific time-limit will result in an "F" which will be recorded as the final grade.

(b) The grade "W" indicates withdrawal from the course before the specified time as explained in the withdrawal policy.

(c) Grades of "P" will not be computed into a student's cumulative grade point average but will count towards graduation credits.

(d) Grades of "F" will be computed into the student's cumulative grade point average.

(e) Students enrolling for an Audit must designate their intent to enrol on an Audit basis at the time of registration. Students registering for a course on an Audit basis receive no credit.

UNIVERSITY EMAILS:

The University has taken the decision that all students, attending any University program of study, make use of the EUC email addresses when corresponding with EUC academic and administration staff, as well as all scientific collaborators and special scientists. It should be noted that the EUC staff will not be replying to any non-official EUC University email addresses.

UNIVERSITY EMAIL SUPPORT:

Kindly contact support@euc.ac.cy in case you do not know your University email address or face any difficulty in using it.

LIBRARY:

OpenAthens (http://openathens.euc.ac.cy/) is an Identity and Access Management System used to authenticate eligible students, faculty and staff to the electronic resources delivered by the library of the European University Cyprus. More importantly, OpenAthens provides the user with single sign-on access to both internal and external web-based resources. Student credentials are the same EUC email and password that is used to access the EUC student portal and library account.

Additionally, students and instructors can find the relevant **textbooks** used for their courses, in the **e-textbook list**, that is uploaded in the **EUC STUDENTS PORTAL**. The list includes the course number, the title and author of the suggested textbook, as well as the publisher's **link**. Students can click on the publisher's link and buy, if they wish, their textbook, either in print version or electronic, if available.

INTERNAL REGULATIONS ON ACADEMIC ETHICS AND STUDENTS' DISCIPLINE

1. PREAMBLE

E.U.C. European University - Cyprus is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. However, the exercise and preservation of these freedoms and rights require a respect for the rights of all in the community to enjoy them to the same extent. It is clear that in a community of learning, willful disruption of the educational process, destruction of property, and interference with the orderly process of the University or with the rights of other members of the University cannot be tolerated. Students enrolling in the University assume an obligation to conduct themselves in a manner compatible with the University's function as an educational institution. To fulfill its functions of imparting and gaining knowledge, the University

retains the power to maintain order within the University and to exclude those who are disruptive of the educational process.

2. POLICY AND PROVISIONS ON ACADEMIC ETHICS

The University has a responsibility to uphold and promote quality scholarship and to ensure that its students understand what academic integrity is. This section outlines the University's policy on dishonest academic performance by its students. Such offences carry penalties. Students should read carefully the Internal Regulations on Academic Ethics and Students' Discipline, and are encouraged to ask Faculty for help and guidance on honest academic practice, particularly in using source material from the Internet. In this way, they can avoid any unintentional dishonesty.

2.1. ORIGINALITY

For the purposes of this Policy on Academic Ethics 'original' work is work that is genuinely produced specifically for the particular assessment task by the student whose name is attached to it. Any use of the ideas or scholarship of others is acknowledged. 'Work' includes not only written material but also oral, audio, visual or other material submitted for assessment.

2.2. ACADEMIC DISHONESTY

Academic dishonesty is determined by the extent and the level of intent. In assessing the extent or scale of the dishonesty the instructor will evaluate how much of the work is the student's own after all unacknowledged source material has been removed. In no case can work that is plagiarized be taken into account in determining a grade. Intent to deceive is the single most significant aspect of academic dishonesty. Repeated instances of deception will incur heavy penalties for the student and the violation will be officially and permanently recorded in the student's record.

2.3. PLAGIARISM

Plagiarism is representing the work of somebody else as one's own. It includes the following:
i. submission of another student's work as one's own;
ii. paraphrasing or summarizing without acknowledgement of source material;
iii. direct quoting or word copying of all or part of a work, ideas, or scholarship of another without identification or acknowledgement or reference;
iv. submitting as one's own work purchased, borrowed or stolen research, papers, or projects.

2.4. CHEATING

Cheating is giving or receiving unauthorized help for unfair advantage before, during, or after examinations, tests, presentations or other assessments, such as:
i. collaboration beforehand if it is specifically forbidden by the instructor
ii. verbal collaboration during the examination, unless specifically allowed by the instructor;
iii. the use of notes, books, or other written aids during the examination,

unless specifically allowed by the instructor;
iv. the use of electronic devices and mobile telephony to store, transmit or
photograph information to or from an external source;
v. the use of codes or signals to communicate with other students in the
examination room;
vi. looking upon another student's papers and / or allowing another student to look upon
one's own papers during the examination period;
vii. passing on any examination information to students who have not yet
taken the examination;
viii. falsifying exam identification by arranging with another student to take an
examination in their place or in one's own place;
ix. pretending to take the exam but not submitting the paper, and later claiming that the
instructor lost it.

2.5. COLLUSION

Collusion is false representation by groups of students who knowingly assist each other
in order to achieve an unfair assessment advantage. It involves:
i. representation of the work of several persons as the work of a single student with
both parties knowingly involved in the arrangement;
ii. representing the work of one student as the work of a group of students with both
parties knowingly involved in the arrangement;
iii. willing distribution of multiple copies of one's assignments, papers, projects to other
students for submission after re-labeling the paper as their own original work.

2.6. FABRICATION

Fabrication is the false representation of research data or 'performance' material as
original, authentic work for submission for assessment. Examples are:
i. invention of data;
ii. willfully omitting some data to falsely obtain desired results

2.7. PENALTIES AND PROCEDURES

A faculty member, after evaluating the extent of the dishonesty and the level of intent
and proving academic dishonesty, may use one or a combination of the following
penalties and procedures:
i. requiring rewriting of a paper containing some plagiarized material;
ii. lowering of a paper or project grade;
iii. giving a failing grade on a paper;
iv. lowering a course grade;
v. giving a failing grade in a course;
vi. referring the case to the Senate for further action that may include academic
suspension or expulsion.

Instructors are expected to report in writing to the Registrar's Office (through their
Chairperson of Department) all the penalties they impose, with a brief description of the
incident, with copies sent to the Dean of the relevant School and the Rector. Should an

instructor announce a failing grade in the course because of academic dishonesty, the student under penalty shall not be permitted to withdraw from the course.

APPEALS PROCEDURE:

In the case where a student believes that the grade received in the Final Exam is different from what was expected, he/she must exhaust all possibilities of resolving the problem with the pertinent instructor first. If this does not lead to a resolution, the student may appeal against the Final Exam grade by filing a petition with the Office of the Registrar (Petition Fee €34).

The Registrar will forward a copy of the petition to the pertinent Chairperson of Department, who will first ascertain that no error was made by the instructor, and if so will assign an anonymous re-evaluation of the final examination/project to another instructor. In the case of major discrepancy between the instructor's evaluation and the re-evaluation that will require change of grade, the average of the two evaluations will be assigned as the final grade to the final examination/project. Changes of grades resulting from an appeal require the endorsement of the Dean of School.

For a petition to be reviewed, a student must appeal within four (4) weeks from the date the results are announced.

European University Cyprus

SCHOOL:	SCHOOL OF BUSINESS ADMINISTRATION
DEPARTMENT:	MANAGEMENT AND MARKETING

COURSE OUTLINE

Course Information		
Course Title: STRATEGIC MARKETING MANAGEMENT		
Mode of Delivery: Conventional		
Course Code & Section: MK641N	**Semester: Fall 2020**	
Day and Time: Tuesday 18:10-21:00	**Lecture Room No.:**	**Lab Room No.:**
Prerequisite(s): - **Co-requisite(s):-**	**ECTS: 3/8**	
Level: Master (2nd Cycle)	**Lecture Hours per week: 3**	**Laboratory Hours per week:**
Type of Course: Compulsory		
Instructor Information		
Name: Dr. Lycourgos Hadjiphanis		
Office Room No.: Tower C 1st floor Room 8	**Office Telephone Number: 22713198**	
E-Mail: l.hadjiphanis@euc.ac.cy	**Office Hours: Tuesday 11:30-12:20 12:30-13:20 Wednesday 11:30-12:20 12:30-13:20 Thursday 11:30-12:20 12:30-13:20** Students are strongly encouraged to have at least 2 communications with their Instructor during the semester in order to receive guidance and support if needed.	
Website Link: https://euc.ac.cy/en/faculty-profiles/lycourgos-hadjiphanis/		
Website/Links		
University Website: www.euc.ac.cy		
EUC App: https://mobile.euc.ac.cy/		

COURSE DESCRIPTION:

Strategic marketing management involves making critical decisions to solve strategic problems and achieve your goals. Critical decisions are those that are significant (i.e., the consequences of failure are non-trivial) and involve risk (i.e., the likelihood of success is uncertain). To improve your skill-set in making critical decisions (thus reducing the possibility of failure and increasing your probability for success) we will follow a systematic process that includes developing, evaluating, and choosing among alternative courses of action to solve a problem or achieve a goal. Almost all of the important decisions made by marketing executives involve aspects of strategic marketing planning. Marketing planning includes: (1) establishing objectives, given existing organizational constraints and anticipated environmental conditions, and (2) developing a marketing strategy to achieve the objectives. Marketing strategy encompasses: (a) targeting customers and (b) creating a marketing mix. The most important customer decision is choosing who to target. A marketing mix consists of a set of interrelated decisions about an organization's market offering, including selecting an effective combination of products and services, pricing policies, promotions and advertising, sales force, distribution channels, locations, and marketing research. A successful marketing mix involves finding, attracting and retaining customers and is profitable for the firm.

LEARNING OUTCOMES:

Upon successful completion of this course, students are expected to be able to:
1. Examine the business value in understanding the customer environment

2. Analyse changes in the client environment, its purchasing powers, procedures, and its constraints

3. Evaluate the mechanisms that drive customer value

4. Examine how organisations develop a customer focus

5. Analyse continuous improvement practices to reach customer expectations

6. Develop methods for organisations to cultivate loyalty with its target customers

7. Identify the business value of innovation

8. Explain concepts and evolution of open innovation

SUGGESTED TEXTBOOK(S):

Kotler, Philip (2016)"Marketing Management" 15th edition, Prentice   Hall.

RECOMMENDED/ADDITIONAL READINGS:

1. Kotler, Philip "Marketing Management" 12th edition, 2006,rentice   Hall.
2. Guiltinan, Paul, Madden Marketing Management: Strategies and Programs
3. Peter and Donnely Marketing Management: Knowledge and skills
4. Quelch, Dolan, Kosnik Marketing Management: Text and Cases
5. Cravens and Piercy Strategic Marketing
6. Monroe, K.B. Pricing: Making Profitable Decisions McGraw Hill, New York
7. Pessemier, E.A. Product Management Wiley, New York
8. Journal of Marketing,
9. Journal of Marketing Management

WEEKLY BREAKDOWN (excluding Christmas Holidays):	
WEEK	**TOPIC**
1	Strategic marketing planning
2	Strategic marketing plan: strategies of the plan
3	Analysis of the marketing environment
4	Marketing research
5	Segmentation strategies
6	Targeting strategies / positioning strategies
7	MIDTERM
8	Marketing mix: product strategies Marketing Mix: pricing strategies
9	Marketing mix: distribution strategies Marketing mix: marketing communications strategies 1
10	Marketing mix: marketing communications strategies 2 SUBMISSION OF THE ASSIGNMENT
11	Social media marketing strategies
12	Revision
13	PUBLIC HOLIDAY
14 & 15	FINAL EXAMS

GRADE DISTRIBUTION:	
DESCRIPTION:	**PERCENTAGE**
1. Final Exam	40%
2. Midterm	20%
3. Assignment	30%
4. Participation	10%
TOTAL	100%

ADDITIONAL NOTES:

1. The basic textbook(s) and/or the recommended/additional readings listed in this course outline are the responsibility of the student to purchase, as per instructed by the Course Instructor.

2. The final examination for this course will be taking place between 11/01/21 - 22/01/21 The final date and time will be provided at a later stage.

3. For a student who fails (one time) a course, see the 'Resit of the Final Examination' policy of European University Cyprus (EUC) at the EUC website here https://www.euc.ac.cy/en/current-students/academic-policies--regulations

4. Students with learning difficulties and disabilities are strongly encouraged to contact before the end of the third week of each academic semester the committee E.Φ.E.E.A. at [e] y.christofi@euc.ac.cy and [t]+357 22559509], in order to ensure that the appropriate academic accommodations and support will be provided to them throughout the semester, as well as during the final examination.

5. Please remember to evaluate this course electronically, always in alignment to the guidelines that will be provided. The evaluation period will be taking place Monday 7th – Friday 18th of December

European University Cyprus

GRADING SYSTEM:

UNDERGRADUATE				GRADUATE			
Letter Grade	Grade Meaning	Grade Points	Percentage Grade	Letter Grade	Grade Meaning	Grade Points	Percentage Grade
A	Excellent	4.0	90 and above	A	Excellent	4.0	90 and above
B+	Very Good	3.5	85-89	B+	Very Good	3.5	85-89
B	Good	3.0	80-84	B	Good	3.0	80-84
C+	Above Average	2.5	75-79	C+	Above Average	2.5	75-79
C	Average	2.0	70-74	C	Average	2.0	70-74
D+	Below Average	1.5	65-69				
D	Poor	1.0	60-64				
F	Failure	0		F	Failure	0	
I	Incomplete	0		I	Incomplete	0	
W	Withdrawal	0		W	Withdrawal	0	
P	Pass	0		P	Pass	0	
AU	Audit	0		AU	Audit	0	

(a) The grade "I" is awarded to a student who has maintained satisfactory performance in a course but was unable to complete a major portion of course work (e.g. assignment/paper or final exam) and the reasons given are acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the missing work and to reach an agreement on the means by which the remaining course requirements will be satisfied. A student is responsible, after consulting with the instructor, for fulfilling the remaining course requirements within the first four weeks of the following semester for which an "I was awarded. In very special cases, the instructor may extend the existing incomplete grade to the next semester. Failure of the student to complete work within this specific time-limit will result in an "F" which will be recorded as the final grade.
(b) The grade "W" indicates withdrawal from the course before the specified time as explained in the withdrawal policy.
(c) Grades of "P" will not be computed into a student's cumulative grade point average but will count towards graduation credits.
(d) Grades of "F" will be computed into the student's cumulative grade point average.
(e) Students enrolling for an Audit must designate their intent to enrol on an Audit basis at the time of registration. Students registering for a course on an Audit basis receive no credit.

UNIVERSITY EMAILS:

The University has taken the decision that all students, attending any University program of study, make use of the EUC email addresses when corresponding with EUC academic and administration staff, as well as all scientific collaborators and special scientists. It should be noted that the EUC staff will not be replying to any non-official EUC University email addresses.

UNIVERSITY EMAIL SUPPORT:

Kindly contact support@euc.ac.cy in case you do not know your University email address or face any difficulty in using it.

LIBRARY:

OpenAthens (http://openathens.euc.ac.cy/) is an Identity and Access Management System used to authenticate eligible students, faculty and staff to the electronic resources delivered by the library of the European University Cyprus. More importantly, OpenAthens provides the user with single sign-on access to both internal and external web-based resources. Student credentials are the same EUC email and password that is used to access the EUC student portal and library account.

Additionally, students and instructors can find the relevant **textbooks** used for their courses, in the **e-textbook list**, that is uploaded in the **EUC STUDENTS PORTAL**. The list includes the course number, the title and author of the suggested textbook, as well as the publisher's **link**. Students can click on the publisher's link and buy, if they wish, their textbook, either in print version or electronic, if available.

INTERNAL REGULATIONS ON ACADEMIC ETHICS AND STUDENTS' DISCIPLINE

1. PREAMBLE

E.U.C. European University - Cyprus is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. However, the exercise and preservation of these freedoms and rights require a respect for the rights of all in the community to enjoy them to the same extent. It is clear that in a community of learning, willful disruption of the educational process, destruction of property, and interference with the orderly process of the University or with the rights of other members of the University cannot be tolerated. Students enrolling in the University assume an obligation to conduct themselves in a manner compatible with the University's function as an educational institution. To fulfill its functions of imparting and gaining knowledge, the University retains the power to maintain order within the University and to exclude those who are disruptive of the educational process.

2. POLICY AND PROVISIONS ON ACADEMIC ETHICS

The University has a responsibility to uphold and promote quality scholarship and to ensure that its students understand what academic integrity is. This section outlines the University's policy on dishonest academic performance by its students. Such offences carry penalties. Students should read carefully the Internal Regulations on Academic Ethics and Students' Discipline, and are encouraged to ask Faculty for help and guidance on honest academic practice, particularly in using source material from the Internet. In this way, they can avoid any unintentional dishonesty.

2.1. ORIGINALITY

For the purposes of this Policy on Academic Ethics 'original' work is work that is genuinely produced specifically for the particular assessment task by the student whose name is attached to it. Any use of the ideas or scholarship of others is acknowledged. 'Work' includes not only written material but also oral, audio, visual or other material submitted for assessment.

2.2. ACADEMIC DISHONESTY

Academic dishonesty is determined by the extent and the level of intent. In assessing the extent or scale of the dishonesty the instructor will evaluate how much of the work is the student's own after all unacknowledged source material has been removed. In no case can work that is plagiarized be taken into account in determining a grade. Intent to deceive is the single most significant aspect of academic dishonesty. Repeated instances of deception will incur heavy penalties for the student and the violation will be officially and permanently recorded in the student's record.

2.3. PLAGIARISM

Plagiarism is representing the work of somebody else as one's own. It includes the following:
i. submission of another student's work as one's own;
ii. paraphrasing or summarizing without acknowledgement of source material;
iii. direct quoting or word copying of all or part of a work, ideas, or scholarship of another without identification or acknowledgement or reference;
iv. submitting as one's own work purchased, borrowed or stolen research, papers, or projects.

2.4. CHEATING

Cheating is giving or receiving unauthorized help for unfair advantage before, during, or after examinations, tests, presentations or other assessments, such as:
i. collaboration beforehand if it is specifically forbidden by the instructor
ii. verbal collaboration during the examination, unless specifically allowed by the instructor;
iii. the use of notes, books, or other written aids during the examination, unless specifically allowed by the instructor;
iv. the use of electronic devices and mobile telephony to store, transmit or photograph information to or from an external source;

v. the use of codes or signals to communicate with other students in the examination room;

vi. looking upon another student's papers and / or allowing another student to look upon one's own papers during the examination period;

vii. passing on any examination information to students who have not yet taken the examination;

viii. falsifying exam identification by arranging with another student to take an examination in their place or in one's own place;

ix. pretending to take the exam but not submitting the paper, and later claiming that the instructor lost it.

2.5. COLLUSION

Collusion is false representation by groups of students who knowingly assist each other in order to achieve an unfair assessment advantage. It involves:

i. representation of the work of several persons as the work of a single student with both parties knowingly involved in the arrangement;

ii. representing the work of one student as the work of a group of students with both parties knowingly involved in the arrangement;

iii. willing distribution of multiple copies of one's assignments, papers, projects to other students for submission after re-labeling the paper as their own original work.

2.6. FABRICATION

Fabrication is the false representation of research data or 'performance' material as original, authentic work for submission for assessment. Examples are:

i. invention of data;

ii. willfully omitting some data to falsely obtain desired results

2.7. PENALTIES AND PROCEDURES

A faculty member, after evaluating the extent of the dishonesty and the level of intent and proving academic dishonesty, may use one or a combination of the following penalties and procedures:

i. requiring rewriting of a paper containing some plagiarized material;

ii. lowering of a paper or project grade;

iii. giving a failing grade on a paper;

iv. lowering a course grade;

v. giving a failing grade in a course;

vi. referring the case to the Senate for further action that may include academic suspension or expulsion.

Instructors are expected to report in writing to the Registrar's Office (through their Chairperson of Department) all the penalties they impose, with a brief description of the incident, with copies sent to the Dean of the relevant School and the Rector. Should an instructor announce a failing grade in the course because of academic dishonesty, the student under penalty shall not be permitted to withdraw from the course.

APPEALS PROCEDURE:

In the case where a student believes that the grade received in the Final Exam is different from what was expected, he/she must exhaust all possibilities of resolving the problem with the pertinent instructor first. If this does not lead to a resolution, the student may appeal against the Final Exam grade by filing a petition with the Office of the Registrar (Petition Fee €34).

The Registrar will forward a copy of the petition to the pertinent Chairperson of Department, who will first ascertain that no error was made by the instructor, and if so will assign an anonymous re-evaluation of the final examination/project to another instructor. In the case of major discrepancy between the instructor's evaluation and the re-evaluation that will require change of grade, the average of the two evaluations will be assigned as the final grade to the final examination/project. Changes of grades resulting from an appeal require the endorsement of the Dean of School.

For a petition to be reviewed, a student must appeal within four (4) weeks from the date the results are announced.