

CIIM Response to the External Evaluation Report for the  
**Master in Business Administration (1 or 2 years Master)**  
CIIM-Cyprus International Institute of Management

We are in agreement with the External Evaluation Report of the DIPAE External Evaluation Committee. Their assessment is factually accurate. I appreciate their recommendations, as summarized on page 8 of their report, and have already taken actions to implement them:

1. **Library.** Our library is a one-stop source for news and information on a wide range of management, business and general interest topics with more than 4500 books. We also provide 24-hour remote access to e-library resources (Ebscohost) by subscribing to EBSCO database which gives the students and faculty electronic access from any place to a wide variety of academic and business journals (over 10,000 academic articles). CIIM e-library includes among others 60,000 videos covers, case studies, industry profiles, SWOT analyses, market research reports etc. CIIM students and faculty can easily access their desirable information by using the eLibrary databases as well as the online Library Catalogue. In our effort to keep the access to e-knowledge easy we built a customized search box that we embed in every course on CIIM Moodle (educational platform) as to be clearly visible to students and thus encourage them to use these resources. That way our students can have access any time and any place to all the online resources without using username or password. Furthermore, as part of the annual introductory Moodle workshop, taught by the Programme Director Dr Olga Kandinskaia, students are instructed on the usage of the EBSCO database as well as the rules of proper referencing. In response to the Committee's recommendation to widen the coverage of journals and online databases, we are investigating other available online resources that we could add to the library: we are already in contact with Ebsco Information Services for upgrading our database to "Business Source Ultimate" or/and add the "eBook Business Subscription Collection". At the same time, CIIM is negotiating with the management of the Library of the University of Cyprus to sign an MOU so the two libraries collaborate on sharing resources. In a recent meeting it was decided that as a first step the CIIM students can be given access to the University of Cyprus Library and vice versa (pending approval of the management of the University). In the longer term, CIIM will apply to join the association of the university libraries and also join a common cataloguing software (SIERRA) that currently the University of Cyprus and the Open University are using.
2. **Teaching personnel.** CIIM's educational model, since its inception, is based on a core of full-time resident faculty that leads & coordinates the academic programmes and teaches core courses enriched by a cadre of distinguished visiting faculty from leading business schools around the world, on long term arrangements, who teach mainly elective courses. While our finances do not permit the recruitment of additional full-time resident faculty, in response to the Committee's recommendation we are now providing "some relief to existing personnel from teaching and managerial roles", by shifting: a) part of their teaching load to

visiting faculty with the appropriate qualifications (Ph.D. and active in research); and b) part of their managerial role to managerial & senior administrative personnel.

3. **Research time, resources and incentives for resident staff.** In the new work allocation model thirty percent (30%) of the resident faculty's workload is allocated to research (see attached Policy Statement on Resident Faculty's Responsibilities). Each faculty member is allocated 2000 euro for attending academic conferences and 2000 euro bonus for publication of an article in an A-tier journal or a book and 1000 for a B-tier journal article or a book chapter. Faculty can choose to do more research than required and do less teaching and less managerial work. The members of the Academic Council play the role of research mentors of resident faculty, especially the more junior faculty; the school also encourages collaborative research between resident and visiting faculty and provide incentives.
4. **Research students & admin support.** We do teach courses in Research Methods and Quantitative & Qualitative Methods and require our MBA students to do research for both their assignment and their Final Project (thesis); a few of their projects turn out to be of publishable quality. Also we try to engage them in faculty research and, in response to the Committee's recommendation, we are redoubling these efforts but few of our Masters students are research-oriented; the great majority are employed in managerial positions. We expect to be able to involve more students in faculty (or joint) research once we have a Doctorate programme. In the meanwhile, we are engaging, in addition, to our master students, doctorate students from other institutions. Faculty receives administrative support from CIIM's Research Office headed by Dr. Anastasia Constantinou who assists faculty in the preparation of research proposals and provides administrative support for carrying out research projects. In response to the Committee's recommendation we are allocating more administration time and resources for research support (See Policy Statement on Research by Resident Faculty)
5. **Branding the MBA to strengthen its image and differentiate it qualitatively.** In response to this recommendation we have designed a Branding Campaign featuring successful alumni and international accreditations as well as our qualitative differentiation in curriculum, content, and instruction methods. Particular focus is given to CIIM's transformational culture and value creation mantra. The campaign will be launched shortly.