

Doc. 300.1.2

Date: 10/6/2019

Higher Education Institution's response

- **Higher education institution:**

C.D.A College

- **Town:** Nicosia

- **Program of study (Name, ECTS, duration, cycle)**

In Greek: Διοίκηση Επιχειρήσεων (12 Μήνες, Πλήρους Φοίτηση ή 24 Μήνες, Μερική, Μεταπτυχιακό στη Διοίκηση Επιχειρήσεων/ 90 ECTS).

- **In English:** Business Administration (12 Months, Full-Time or 24 Months, Part-Time, Master in Business Administration/90 ECTS).

- **Language of instruction:** English

- **Program's status**

New program:

Currently operating:√.....

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 and 2016” [N. 136 (I)/2015 and N. 47(I)/2016].

A. Guidelines on content and structure of the report

- *The Higher Education Institution based on the External Evaluation Committee’s evaluation report (Doc.300.1.1) must justify whether actions have been taken in improving the quality of the program of study in each assessment area.*

RESPONSE TO THE EXTERNAL EVALUATION COMMITTEE’S EVALUATION REPORT

“BUSINESS ADMINISTRATION

(12 Months, Full-Time or 24 Months, Part-Time, Master in Business Administration/90 ECTS”

CDA College would like to express its appreciation and gratitude to the External Evaluation Committee (EEC) of the methodical and very detailed report of our programme. During the visit on 18th March 2019, the College welcomed the EEC and provided every support and assistance to facilitate their work.

The Council and the Academic Committee of the CDA College at their meeting held on March 11, 2019, following an in-depth discussion with the coordinator and academic staff of the programme of study, **have already fully implemented all the suggestions raised by the EEC** to further strengthen the College's program of study and educational standards.

1. Study program and study program’s design and development

(ESG 1.1, 1.2, 1.8, 1.9)

1.1 – 1.28.8 No Comments – Partially or Substantially Compliant

The EEC graded the above criteria with seven (7) and eight (8) as substantially compliant. However, as per the EEC suggestion, we added two (2) more elective courses to reinforce the curriculum and also to ensure that the recent educational and societal trends are followed. The courses are:

- MBA 770 Digital Business (Attachment 1)
- MBA 780 Corporate Sustainability (Attachment 2)

2. Teaching, learning and student assessment (ESG 1.3)

2.1 No Comments – Partially or Substantially Compliant

2.2 The number of students in each class compares positively to the current international standards and/or practices.

The EEC graded this criterion with six (6) as partially compliant. There are 20 students in the class and this number is as per the international standards. This number of students promotes the interest for discussion, group interaction and critical thinking.

2.3 – 2.7 No Comments – Partially or Substantially Compliant

2.8 Teaching incorporates the use of modern educational technologies that are consistent with international standards, including a platform for the electronic support of learning.

The EEC graded this criterion with six (6) as partially compliant. Moreover, the College applies a plethora of modern educational technologies such as:

- Lecture/ PowerPoint presentations by tutor
- Class discussion conducted by instructor
- Recitation oral questions by teacher answered orally by students
- Lecture presentations by another instructor(s) from a special field (guest speaker)
- Debate on current issues by students in class
- Practical exercises, Laboratory experiments
- Audio-visual lectures
- Role Playing and Interviews
- Problem solving and case studies analysis
- Supervised individual/group project work
- Textbook assignments
- Reading assignments in journals, periodicals etc.
- Assignments, tests, quizzes
- Library research on topics or problems
- Field trips
- Open textbook tests, take home tests
- Group projects and Individual projects
- Use of interactive board as aid in teaching
- Use of diagrams, tables, graphs, and charts by instructor in teaching
- Conduct Surveys
- Coaching: assistance provided for students having difficulty in the course
- Oral reports Presentations by students
- Students Reading aloud
- Brainstorming small group, students identify a list of techniques and strategies to solve the problems found in a case study.
- Problem Base Learning (PBL)

- Flipped learning
- Also the Moodle - the College' online platform is also upgraded and students can upload their assignments/ homework on the e-platform and tutors can do electronic evaluation.

2.9 Teaching materials (books, manuals, journals, databases, and teaching notes) meet the requirements set by the methodology of the program's individual courses, and are updated regularly.

The EEC graded this criterion with six (6) as partially compliant. CDA College has fully equipped and enriched the library with updated editions and scientific journals, new electronic platforms, Databanks, Infotrack, upgraded VPN services for students and academic staff. Additionally, CDA College has four (4) libraries in Nicosia, Limassol, Larnaca and Pafos capitalizing on interlibrary loans. The students can immediately borrow books from one library to the other. Moreover, the library is regularly upgraded with new editions of textbooks, magazines and e-databases. The new e-libraries EBSCO and Emerald has also many textbooks and scientific journals on all educational areas. Here below are detailed numbers of books in our libraries. (See also Application p.116 & comprehensive teaching materials booklet given to EEC)

- The number of books in the Nicosia library is: 3,317
- There are 650 books on the MBA Business sector.
- Most of the text books editions are from 2000 – 2019.
- Journals-Articles: 72, EBooks: 26, Databases: 25, General Information websites: 15, e-Libraries: 8.
- The total number of books in the other 3 libraries of the College (Limassol, Larnaca and Pafos) is 6,143.
- The College is a member of electronic libraries and databases.
- College has an interlibrary loan service with the University of Cyprus, Cyprus University of Technology and several Data Banks.
- The library is using DEWEY a worldwide known library classification system for organizing the library collections,
- OpenAbekt a cloud base system for cataloguing, loading and searching of books.
- There are 6 Computers with Internet connection and searching software
- Easy access to books, periodicals, scientific journals and other reference material
- SearchBank databases through its Internet facilities, stock of videos,
- Subscribed to the Travel and Tourism Online Platform: UNTWO e-Library <https://www.e-unwto.org/>
- Subscribed to the IFRS Foundation (International Financial Reporting Standards) so as to be-updated on the latest Accounting manuals and books.
- Connected with internet so that students will have free access.
- The library is regularly upgraded with new editions of textbooks, magazines and e-databases.
- CDA Library is also using e-libraries such EBSCO and Emerald and also students have VPN services through these e-learning platforms.

- “Moodle” the e-platform of CDA College has all the tutors teaching notes updated and available to all the students.

2.10 It is ensured that teaching and learning have been enlightened by research.

The EEC graded this criterion with six (6) as partially compliant. CDA College aims at excellence in research and is fully committed to developing and promoting research activity. CDA College strongly supports and encourages faculty staff’s research activities. In 2016, the College has established the Research Centre “Aristotelis” so as to provide an independent platform for researchers and to promote the College research culture. There is also a research policy where the College encourages and supports faculty research activities, publications, attend conferences, seminars, workshops through financial support, reduction of teaching load, and other means as per the research incentives policy.

In addition, the College and the research team have set as their main goal, the constant presence in academic conferences, seminars and publications in research journals and the further cultivation and development of research culture at the College aiming at the exchange and formulation of innovative ideas and knowledge. (Attachment 3 & comprehensive research booklet given to EEC)

Some of the latest research activities:

1. Dr. Nikos Rodosthenous: 8th International Conference on Tourism, Emerging Tourism Destinations: Working Towards Balance Tourism Development, 27-30 June, Kavala, Greece.
2. Dr. Iosif Kafkalas: 15th International Conference on Social Sciences, at KU Leuven, Decision Analysis Framing and Motivation: Application in Business and Tourism. Campus Gasthuisberg, 13-14 July 2018, Belgium.
3. Dr Pantelis Ioannou:
 - Ioannou, P., Kountouridou M., (2018). Strategy and Organizational Science: The Effect of Big-Five Personality Traits on Workplace Deviant Behaviour, (Paper published in ResearchGate Online Global Research website), <https://www.researchgate.net/project/Strategy-and-Organizational-Science-The-Effect-of-Big-Five-Personality-Traits-on-Workplace-Deviant-Behaviour>
4. Dr. Ioanna Theotokatou: International Society for Teacher World Education, University of Joetsu, 13-18 May 2018, Japan.

2.11 – 2.12 No Comments - Partially or Substantially Compliant

3. Teaching Staff (ESG 1.5)

3.1 No Comments - Partially or Substantially Compliant

3.2 No Comments - Partially or Substantially Compliant

3.2.2 Publications within the discipline

The EEC graded this criterion with five (5) as partially compliant. CDA College strongly supports and encourages faculty staff's research activities. That's why in 2016, the College has established the Research Centre "Aristotelis" to provide an independent platform for researchers and promote the College research culture. There is a research policy where the College encourages and supports faculty research activities, publications, attend conferences, seminars, workshops through financial support, reduction of teaching load, and other means as per the research incentives policy. (See also 2.10 above and Attachment 3)

3.3 The program attracts visiting professors of recognized academic standing

The EEC graded this criterion with six (6) as partially compliant. Moreover, CDA College has 25 international collaborations agreements with foreign universities through the ERASMUS + program. CDA College promotes the cooperation with these academic institutions/universities and attracts visiting professors and students through the exchange programs and invites visiting tutors in all the programs of study each semester.

Foreign visiting instructors and students visited CDA College:

- 120 foreign instructors visited CDA College the last 4 years
- 150 foreign students from 25 EU universities

Additionally, for the MBA programme following are the lecturers who will be invited in the next semester.

1. Dr. Anastasios Vasiliades - Institute of Entrepreneurship Development
2. Dr. Antreas Stassis (Profesor) - Mechanical Engineering and Operations Management - Technical University of Cyprus
3. Mr. Antreas Anastasiades - Cyber Technology & Business Crime
4. Dr. Konstantinos Chatzimichael - Economist - TEPAK,
5. Mr. Thomas Parissis, Business Development Manager, Project & Innovation Manager, EU funding Expert.

3.4 The specializations of visiting professors adequately support the program of study.

The EEC graded this criterion with six (6) as partially compliant. The specialization of the visiting instructors covers all the business aspects of the program. See also criterion 3.3 above.

3.5 Special teaching staff and special scientists have the necessary qualifications, adequate work experience and specialization to teach a limited number of courses in the program of study.

graded this criterion with six (6) as partially compliant. Special teaching staff has the necessary qualifications, adequate work experience and specialization. See also criterion 3.3 above.

3.6 – 3.12 No Comments - Partially or Substantially Compliant

3.13 The teaching staff are provided with training opportunities in teaching methods, adult education and new technologies.

The EEC graded this criterion with six (6) as partially compliant. The College continually encourages and supports the faculty staff to participate in training workshops and seminars. Additionally, once a year all faculty staff attends a seminar on adult education and learning the latest adult teaching strategies and techniques. (See Application)

3.14 No Comments - Partially or Substantially Compliant

4. Students (ESG 1.4, 1.6, 1.7)

4.1 The students' admission requirements of the program of study, are based on specific regulations and suitable criteria.

The EEC graded this criterion with six (6) as partially compliant. Additionally, the College has revised the admission criteria as per the suggestion of the EEC as follows:

- Undergraduate Bachelor's Degree, from any nationally accredited four-year English language taught program or
- Three-year programs from UK universities or, its equivalent.
- Both Bachelor of Science (BSc or BS) and Bachelor of Arts (BA) degrees are acceptable.
- Priority will be given to applicants who have at least 1 year of full-time work experience.
- Evidence of proficiency in the English language such as: TOEFL or IELTS or GCE or equivalent, unless they hold a degree from an English speaking institution
- Two references from academics or people who are involved in the business industry.
- Applicants will be invited for a personal interview to assess their contribution potential to the Program.

4.2 The award of the higher education qualification is accompanied by the diploma supplement which is in line with the European and international standards.

The EEC graded this criterion with six (6) as partially compliant. The higher education qualification is accompanied by the diploma supplement in line with the European and international standards. (See Application p.208)

4.3 No Comments - Partially or Substantially Compliant

4.4 Students participation in exchange programs is compared favourably to similar programs across Europe.

As already mentioned, the MBA program's duration is only 12 months and most of the students are working. The College encourages students to participate in exchange programs since the College has 25 agreements with other universities abroad. CDA College has already many international collaborations through the ERASMUS + program, visiting professors and students exchange programs. Moreover, the College promotes cooperation with other institutions/universities. The College attracts many visitor professors of recognized academic standing and students. The College will continue to encourage the students to participate in the Erasmus exchange programs. (See Application)

Foreign instructors and students visited CDA College:

- 120 foreign instructors visited CDA College the last 4 years
- 150 foreign students from 25 EU universities

CDA Instructors and Students visited foreign Universities:

- 23 CDA Instructors and
- 30 CDA Students

4.5 – 4.6 No Comments - Partially or Substantially Compliant

4.7 Control mechanisms for student performance are effective.

The EEC graded this criterion with six (6) as partially compliant. CDA College has established a plethora of control mechanisms to evaluate students' performance such as:

- Participation in the classroom
- Essays, Contests, Tests, Quizzes
- Group work
- 1-2 written assignments either individually or in groups
- Case studies analysis, critical thinking and decision-making
- Open-ended topic for critical thinking and discussion
- Assignments and discussion and critical thinking in class
- Study and critical review and analysis of scientific articles
- Field visit and report
- Role play
- Flipped Learning
- Oral PowerPoint presentations
- Mid-Term Examination
- Final Examination
- Problem Base Learning (PBL)
- Internship, professional development and training in organizations (where is applied)
- Half-Part-written and half-part practical (where is applied)

- Graduate or Postgraduate Thesis
- Plagiarism mechanisms through the Urkund plagiarism software
- Peer Review mechanism by evaluating the final examination paper by another instructor before the final delivery to the students.

4.8 No Comments - Partially or Substantially Compliant

5. Resources (ESG 1.6)

5.1 Adequate and modern learning resources, are available to the students, including the following:

5.1.1 Facilities

The EEC graded this criterion with six (6) as partially compliant. The facilities of a College are a crucial factor for a potential student's decision in selecting a College. That is why the College pays great attention in providing to students the best facilities and continuous enhancement. The facilities are the following:

CDA College Evagorou Avenue 2

- 8 Classrooms
- 2 Computer Labs (56 PCs)
- 1 Computers Lab ICT
- 1 Lab Hairdressing
- 1 Library
- 1 Cafeteria

CDA College Aischylou Street 53-4

- 3 Classrooms
- 1 Computer Lab (20 PCs)
- 5 Labs Aesthetics
- 1 Cafeteria

All the classrooms are equipped with a desktop computer and overhead projector with Internet access, all the labs are equipped with the latest technology, the computer labs are equipped with the latest information technology hardware and software, a large library with the latest book editions, a spacious cafeteria for the students' events and free time.

Moreover additional resources such as:

- Two interactive boards,
- 15 PCs, connected with the network for administrative purposes,
- Photocopier machines, Color and Monochrome Printers, faxes and scanners, Internet connectivity, VPN service, Wi-Fi etc.

5.1.2 Library

The EEC graded this criterion with five (5) as partially compliant. CDA College has fully equipped and enriched the library with updated editions and scientific journals, new electronic platforms, Databanks, Infotrack, upgraded VPN services for students and academic staff. Additionally, CDA College has four (4) libraries in Nicosia Limassol, Larnaca and Pafos capitalizing on interlibrary loans. The students can immediately borrow books from one library to the other. Moreover, the library is regularly upgraded with new editions of textbooks, magazines and e-databases. The new e-libraries EBSCO and Emerald has also many textbooks and scientific journals

subjects. Detailed numbers of books in our libraries. (See criterion 2.9 above and Application p.116)

5.1.3 Infrastructure

The EEC graded this criterion with six (6) as partially compliant. The infrastructure at CDA College **has** a vital role. The College pays great attention in the development of the college infrastructure and campus environment enhancement. CDA College comprises of two large buildings (one with five floors and the other with 3 floors) in the centre of Nicosia. The College continuously tries to offer the best infrastructure and improved facilities to students.

CDA College Evagorou Avenue 2

- 8 Classrooms
- 2 Computer Labs (56 PCs)
- 1 Computers Lab ICT
- 1 Lab Hairdressing
- 1 Library
- 1 Cafeteria

CDA College Aischylou Street 53-4

- 3 Classrooms
- 1 Computer Lab (20 PCs)
- 5 Labs Aesthetics
- 1 Cafeteria

All the classrooms are equipped with a desktop computer and overhead projector with Internet access, all the labs are equipped with the latest technology, the computer labs are equipped with the latest information technology hardware and software, a large library with all the latest book editions, a spacious cafeteria for the students' events and free time. See also criterion 5.1.1 above.

5.1.4 – 5.1.5 No Comments - Partially or Substantially Compliant

5.2 No Comments - Partially or Substantially Compliant

5.3 Suitable books and reputable journals support the program of study

The EEC graded this criterion with six (6) as partially compliant. At the library there are many suitable business books and enough business journals to support the program of study and they are also updated every semester. (See criterion 2.9 and 5.1.2 above and Application p.116)

5.4 No Comments - Partially or Substantially Compliant

5.5 The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc.) are quantitatively and qualitative adequate.

The EEC graded this criterion with six (6) as partially compliant. At CDA College the laboratory and electronic equipment, consumables etc. are quantitatively and qualitative adequate and continuously update the equipment and replenish the consumables. (See also Application p.115-119)

5.6 Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students)

The EEC graded this criterion with six (6) as partially compliant. The books, manuals, scientific journals, databases are adequate and accessible to students and constantly updated. The library is open from 08:00 until 20:00 and there is also a VPN service where students can enter the library services and e-libraries through the Internet. (See criterion 2.9 and 5.1.2 above and Application p.116)

5.7 Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.

The EEC graded this criterion with five (5) as partially compliant. The books, manuals, scientific journals, databases are regularly updated (every 2 to 3 years) with the latest publications. (See criterion 2.9 and 5.1.2 above and Application p.116)

6. Additional for distance learning programs (ALL ESG)

NOT Applicable (N/A) – No distance learning programs

7. Additional for doctoral programs (ALL ESG)

NOT Applicable (N/A) – No doctoral programs

8. Additional for joint programs (ALL ESG)

NOT Applicable (N/A) – No joint programs

B. Conclusions and final remarks

As per the final remarks raised by the EEC, the MBA programme of study is well-structured, well-designed and organized achieving the ECTS standards, and the program's objectives. The management, teaching and administrative staff are committed to the delivery of a quality program. The Academic Committee and the Management of CDA College has seriously studied the report and suggestions of the EEC and has fully implemented all the suggestions raised to further enhance the educational quality and standards of the program of study.

I. CDA College will capitalize on its Strengths stressed by the EEC Committee.

The EEC stressed some of the primary strengths of the CDA College MBA program:

- CDA College's MBA program is well-structured and organized program adhering to the ECTS standards to further enhance the quality of the program.
- The MBA program of study is well-designed and delivered in line with its objectives and the College' strategy.
- The Management, teaching and administrative staff are committed to the delivery of the program of study.
- The program is well-resourced.
- The process of teaching and learning supports student needs and development.

II. **CDA College has already fully implemented all the suggestions raised by the EEC for further improvement of the program of study.**

▪ **Intensified Research**

CDA College aims at excellence in research and is fully committed to developing and promoting research activity. CDA College strongly supports and encourages faculty staff's research activities. In 2016, the College has established the Research Centre "Aristotelis" to provide an independent platform for researchers and promote the College research culture. There is a research policy where the College encourages and supports faculty research activities, publications, attend conferences, seminars, workshops through financial support, reduction of teaching load, and other means as per the research incentives policy.

In addition, the College and the research team have set as their main objectives the constant presence in academic conferences, seminars and publications in prestigious research journals and the further cultivation and development of research culture at the College aiming at the exchange and formulation of innovative ideas and knowledge. (Attachment 3)

▪ **Internationalization could be improved primarily through student exchange**

As already mentioned, the MBA program's duration is only 12 months and most of the students are working. The College encourages students to participate in exchange programs. CDA College has good internationalization standing since the institution has 25 agreements with other universities abroad through the ERASMUS + program, visiting professors and students exchange programs promoting cooperation with other institutions. The College attracts many visitor professors of recognized academic standing and students. Moreover, the College will continue to encourage students to participate in these exchange programs. (See Application and criterion 4.4 above)

Foreign instructors and students visited CDA College:

- 120 foreign instructors visited CDA College the last 4 years
- 150 foreign students from 25 EU universities

CDA Instructors and Students visited foreign Universities:

- 23 CDA Instructors and
- 30 CDA Students

▪ **Intensify links with the industry**

CDA College reinforced its Career and International Affairs Office in establishing links between the institution and the industry. This is a vital stepping stone in enhancing the relations of the College and its students with business. This initiative will strengthen the College and industry links however more important it will also offer internship opportunities and enhance the employability of our students after their studies. Some of the links/agreements already established with the industry are:

The College has established agreements with business organizations such as:

- ΠΑΣΙΞΕ (Cyprus Hotels Association)
- CSTI (Cyprus Sustainable Tourism Initiative)
- ΣΤΕΚ (Cyprus Tourist Enterprises Association)
- Cyprus Hotel Managers Association\Birdlife Cyprus
- Sabre offer internships to the travel agents
- Cyprus Economists Association

Additionally, the College signed agreements with various professional bodies for student internships, such as:

- Aesthetics' Association,
- Hairdressers' Association, and
- Association of Cyprus Secretaries

Furthermore, CDA College constantly offers s to the Cyprus society by organizing sponsorships and charitable events such as:

- Providing beauty services to nursing homes for elderly people
- Hairdressing services to nursing homes for elderly people
- Contributing to philanthropic organizations, e.g. PASYKAF
- Volunteers in charitable events etc.

Moreover, the College's Career and International Affairs Office provides vital insights and awareness of professional career opportunities and job vacancies locally and abroad.

Finally, CDA College firmly believes that all the observations raised by the EEC have been fully materialized. We strongly believe that they will further reinforce, improve and upgrade the business sector. Moreover, the MBA program will continue having outstanding graduates and strengthening the Business industry and will be able to offer high quality educational services to the students and it will also contribute to the local socio-economic development of Nicosia area and Cyprus in general.

C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Dr. Pantelis Ioannou	General Director	
Dr. Nikos Rodosthenous	Director of Research Centre «Aristotelis»	
Dr. Pavlos Panayi	Head of ICT Department	
Mr. Efstathios Michael	Director of C.D.A. College Pafos	
Mrs. Athina Kolinatri	Director of International Affairs	
Mrs. Katerina Kyriakidou	Director of C.D.A. College Nicosia	

Date:

Attachment 1 MBA 770 Digital Business

Course Title	Digital Business				
Course Code	MBA 770				
Course Type	Elective				
Level	Master in Business Administration				
Year / Semester of Study					
Lecturer's Name	Dr. Pavlos Panayi				
ECTS	6	Lectures / week	3	Labs / week	
Course's Aim and Objective	<p>Explain digitalization, Technologies for electronic and mobile commerce; IT evolution overview; The internet; the intranet and the extranet; client-server and peer-to-peer models; e-technology; Hardware and Software for e-technologies; E-technology applications;</p> <p>Key terminology and evolution of e- business; e-business; e-commerce; the concept of strategy; the rise of the internet; concept of economies of scale and scope;</p> <p>The impact of the internet in business; the impact in the macro environment; e – business frameworks; Internal organization of a firm's e-business activities; choosing option for online interaction with customers; intergraded e-business organization;</p> <p>Different types of Business to Business integration; E-Business Markets and value creation; Market segmentation; Value chain; Consumer Factors; How e-services satisfy customer needs;</p> <p>Strategies options; achieving competitive advantage; cost leadership; differentiation; Branding; Relationships Marketing; The marketing Mix;</p> <p>Design, develop, and maintain a standard-based website using the WYSIWYG HTML editor of your choice.</p>				
Learning Outcomes	<ul style="list-style-type: none"> • This course investigates all aspects of digitalization, electronic business with a focus on its implementation through the Internet and the World Wide Web. Particular attention is paid to the use of the Internet to transform inter- and intra-organizational transactions and processes. • In addition, such topics as impacts on retail trade, traditional marketing strategies, the economics of the Internet, payment systems, and the protection of intellectual property are considered. • Business-to-consumer (B2C) and business-to-business (B2B) e-commerce markets are examined. • The course introduces students to a wide range of electronic commerce issues for marketers, as a foundation for continual learning in the dynamic e-commerce environment. • Further, the student develops a plan to launch an e-Business product. 				
Prerequisites	-			-	
Course Syllabus	Weeks	Content of the Course			

	1	<p>Introduction to e-business and e-commerce: Define the meaning and scope of e-business and e-commerce and their different elements Summarize the main reasons for adoption of e-commerce and e-business and barriers that may restrict adoption Use resources to define the extent of adoption of the Internet as a communications medium for consumers and businesses Outline the business challenges of introducing e-business and e-commerce to an organization.</p>
	2	<p>E-commerce fundamentals: Evaluate changes in business relationships between organizations and their customers enabled by e-commerce Identify the main business and marketplace models for electronic communications and trading Describe different revenue models and transaction mechanisms available through online services.</p>
	3	<p>E-business infrastructure Introduction to Web Design Outline the hardware and software technologies used to build an e-business infrastructure within an organisation and with its partners Outline the hardware and software requirements necessary to enable employee access to the Internet and hosting of e-commerce services.</p>
	4	<p>E-environment Web Design Fundamentals Identify the different elements of an organization macro-environment that impact on an organization e-business and e-marketing strategy Assess the impact of legal, privacy and ethical constraints or opportunities on a company 5Assess the role of macro-economic factors such as governmental e-business policies, e6conomics, taxation and legal constraints.</p>
	5	<p>E-7 business strategy Follow an appropriate strategy process model for e-business; Apply tools to generate and select e-business strategies; Outline alternative strategic approaches to achieve e-business.</p>
	6	<p>Supply chain management & E-procurement Identify the main elements of supply chain management and their relationship to the value chain and value networks Assess the potential of information systems to support supply chain management and the value chain. Identify the benefits and risks of e-procurement Analyze procurement methods to evaluate cost savings Assess different options for integration of organizations' information systems with e-procurement suppliers. Revise for Mid-term examination</p>
	7	Mid Term Examinations
	8	<p>E-marketing Web Design Revision Assess the need for separate e-business and e-marketing strategies How to Generate online business through various search engines like Google, Facebook Store, E-commerce Sites , Business Search Engines sites like Yellopages, and many more,</p>
	9	<p>Create an outline e-marketing plan intended to implement the e-marketing strategy Distinguish between marketing communication characteristics of traditional and new media.</p>
	10	<p>Customer relationship management & Change management Outline different methods of acquiring customers via electronic media Evaluate different buyer behaviour amongst online customers Describe techniques for retaining customers and cross-and up-selling</p>

		using new media. Identify the different types of change that need to be managed for e-commerce
	11	Develop an outline plan for implementing e-commerce change Describe alternative approaches to organizational structure resulting from organizational change.
	12	Analysis and design Implementation and maintenance Summarize approaches for analyzing requirements for e-business systems Identify key elements of approaches to improve the interface design and security design of e-commerce systems
	13	Presentation of a business digital design
	14	Revision for the Final Examinations
Methodology	Lectures, presentations, articles discussion, independent and private study, preparation of projects, fieldwork and group work. Preparation for mid-term and final examinations	
Bibliography	<p><u>REQUIRED TEXTBOOKS:</u></p> <ol style="list-style-type: none"> 1. Dave Chaffey. Digital business and e-commerce management. Pearson 6th ed. 2015, ISBN: 9780273786542. <p><u>RECOMMENDED TEXTBOOKS:</u></p> <ol style="list-style-type: none"> 1. Tawfik Jelassi and Albrecht Enders. Strategies for e-business. Pearson 3rd ed. 2014, ISBN: 9780273757870. 2. Kenneth Laudon, Carol Guercio. E-commerce. Pearson 13th ed. 2017, ISBN: 292211687. 	
Evaluation	50% coursework and 50% final examination. Pass mark: 60%	
Language	English	

Attachment 2 MBA 780 Corporate Sustainability

Course Title	Corporate Sustainability				
Course Code	MBA 780				
Course Type	Elective				
Level	Master in Business Administration				
Year / Semester of Study					
Lecturer's Name	Dr. Nicos Rodosthenous				
ECTS	6	Lectures / week	3	Labs / week	
Course's Aim and Objective	This course aims to provide students with fundamental knowledge of the notion of corporate sustainability, its background, its objectives and operating modalities. It will refer to the way organizations answer increasing environmental, social and technological challenges. A specific focus will be done on the analysis of the connections between corporate strategy and corporate sustainability and the impact of corporate sustainability on business's functional organizational structures and on business performances. This course will thus discuss key concepts such as how organizations impacts on the environment and socio-technical systems, the relationship between social and environmental performance and competitiveness.				
Learning Outcomes	<ul style="list-style-type: none"> • An understanding of sustainability management as an approach to aid in evaluating and minimizing environmental impacts while achieving the expected social impact • An understanding of strategies and approaches for designing sustainable products and processes • Knowledge and skills to understand to measure and interpret sustainability performances • An exposure to practical case studies and real-world examples of applying sustainability management strategies 				
Prerequisites	-			-	
Course Syllabus	Weeks	Content of the Course			
	1	Management of sustainability: rationale and political trends <ul style="list-style-type: none"> • An introduction to sustainability management • International and European policies on sustainable development • The theoretical pillars in sustainability management studies. 			
	2	Corporate sustainability and responsibility: The corporate sustainability perimeter			

		<ul style="list-style-type: none"> • The corporate sustainability institutional framework • The integration of sustainability into strategic planning and regular business practices • The fundamentals of stakeholder engagement 	
	3	<p>Unsustainable Corporate Practices</p> <p>Environmental and Social Trends</p>	
	4	<p>Sustainability management: strategies and approaches</p> <ul style="list-style-type: none"> • Corporate sustainability management and competitiveness: <ul style="list-style-type: none"> ○ Sustainability-oriented corporate strategies, markets and competitiveness ○ Green Management between theory and practice ○ Sustainable Consumption and Green Marketing strategies ○ Environmental regulation and strategic postures 	
	5	<ul style="list-style-type: none"> • Green Management approaches and tools <ul style="list-style-type: none"> ○ Eco-design e and product development according to a life-cycle thinking ○ Environmental Management Systems and Audit techniques according to EMAS and ISO 14001 ○ Green engineering: clean technologies and innovation processes ○ Sustainable Supply Chain Management. 	
	6	<p>Customers and Sustainability</p> <p>Employees and Sustainability</p>	
	7	Mid Term Examinations	
	8	<p>Sustainability and innovation:</p> <ul style="list-style-type: none"> ○ Socio-technical transitions and sustainability ○ Sustainable pioneers in green market niches ○ Smart communities and smart specializations 	
	9	<p>Sustainable management of resources, commodities and commons</p> <ul style="list-style-type: none"> • Energy management 	
	10	<p>Sustainable management of resources</p> <ul style="list-style-type: none"> • Water management • Waste management 	
	11	<p>The Corporate Sustainability in Practice:</p> <p>Business Cases</p>	

	12	Ennvironmental, Social, and Governance	
	13	Collaboration and partnerships	
	14	Revision for the Final Examinations	
Methodology	Lectures, presentations, articles discussion, independent and private study, preparation of projects, fieldwork and group work. Preparation for mid-term and final examinations		
Bibliography	<p><u>REQUIRED TEXTBOOKS:</u></p> <p>1. Corporate Sustainability Management Mark W. McElroy, Jo van Engelen, (2012), Routledge</p> <p><u>RECOMMENDED TEXTBOOKS:</u></p> <p>1. Daddi, T., Iraldo, F., Testa, Ed.2015, Environmental Certification for Organizations and Products: Management Approaches and Operational Tools, Routledge.</p>		
Evaluation	50% coursework and 50% final examination. Pass 60%		
Language	English		

Attachment 3 Research at CDA College

CDA College strongly supports and encourages faculty staff research activities. That's why in 2016 the College has established the Research Centre "Aristotelis" to provide an independent platform for researchers and promote the College research culture.

There is a research policy where the College encourages and supports faculty research activities, attend conferences, seminars, workshops through financial support, reduction of teaching load, and other means.

Also the College encourages faculty staff to publish their research work, articles in refereed journals and online research networks.

Every year the Research Centre keeps a research report of all the research activities of the academic staff, publications, attendance to seminars, workshops, training etc.

Research Incentives Policy

A formal research policy to enhance research quality and education standards

- CDA Research centre has a budget of €100,000 per year
- Lecturers get teaching hours off for the research undertaken
- An amount paid for a complete research is based on the research quality whether primary or secondary
- Lecturers get additional payment if they enter into EU Funding Research projects
- Lecturers are encouraged to participate to seminars, workshops and expenses paid by the CDA Research center
- To establish collaborations with research centers and institutions abroad
- All the lecturers by department should meet once per semester to organise the future research projects
- Based on annual research & publications records lecturers will get rewards, promotion.

Aristotelis Research Centre

- It's established in 2016, it's an independent, non-profit organization based in Cyprus to promote research activity and development in Cyprus and abroad.
- Supporting the College's faculty to develop their skills and research activities, supporting mobility, conferences, seminars and publication opportunities through financial support and workload credit.

SELECTED RESEARCH ACTIVITIES

I. DR. IOANNOU PANTELIS

A. RESEARCH AND PUBLICATIONS

1. Kountouridou, M., Ioannou, P., (2019). Facebook Impact on Consumer Intention-to-Buy (Primary Research)
https://www.researchgate.net/publication/331199720_Facebook_Impact_on_Consumer_Intention-to-Buy Paper published in ResearchGate Online Global Research website.
2. Kountouridou, M., Ioannou, P., (2018). Examining the Influence of a Promotional Message Type on Facebook Brand Page on Consumer Purchase Intention, Paper published in ResearchGate Online Global Research website),
https://www.researchgate.net/publication/329530349_Examining_The_Influence_Of_A_Promotional_Message_Type_On_Facebook_Brand_Page_On_Consumer_Purchase_Intention
3. Ioannou, P., Kountouridou M., (2018). Strategy and Organizational Science: The Effect of Big-Five Personality Traits on Workplace Deviant Behaviour, (Paper published in ResearchGate Online Global Research website), <https://www.researchgate.net/project/Strategy-and-Organizational-Science-The-Effect-of-Big-Five-Personality-Traits-on-Workplace-Deviant-Behaviour>
4. Ioannou, P., (2018). Quality Assurance in Higher Education in Cyprus (Paper published in ResearchGate Online Global Research website),
https://www.researchgate.net/profile/Pantelis_Ioannou2/publications
5. Ioannou, P., (2017). Strategic Marketing Plan: Towards Survival And Success In The Airline Sector Paper accepted for publication in (Paper published in Academia Online Global Research website),
https://www.academia.edu/34332579/STRATEGIC_MARKETING_PLAN_TOWARDS_SURVIVAL_AND_SUCCESS_IN_THE_AIRLINE_SECTOR

B. CONFERENCE PRESENTATIONS

- Ioannou, P., (2010). Services Marketing Organisations, Speaker Presentation.
- Ioannou, P., (2009). Sales & CRM Conference, Speaker Presentation

C. ACADEMIC AND PROFESSIONAL PRESENTATIONS

1. Ioannou, P., (2011). Presentation of the Office Administration Programme to all the 2nd year students of CDA College at Nicosia, Larnaca and Limassol Campuses.
2. Ioannou, P., (2009). Services Marketing Strategies: In Search Of Competitive Advantage Within The Globalisation Trends. (DBA thesis, 2009)
3. Ioannou, P., (2004). Cyprus Airways and the Business Travel Market (MBA thesis, 2004)
4. Ioannou, P., (2004). Mauritius Development : Marketing Audit, SWOT Analysis, Research and Marketing Plan, Speaker Presentation to CIM
5. Ioannou, P., (2004). Sustainable Marketing : Marketing Audit, SWOT Analysis, Research and Marketing Plan, Speaker Presentation to CIM

D. CONFERENCE AND SEMINARS

2018 Sep. ECVET Seminar at Hilton:

- *Synergies between ECVET and NQF/EQF*

2017 Nov. ECVET Seminar at Hilton:

- *“The ECVET Implementation – Exchange of Good Practices”*

- 2017 May 1st IQAEE International Conference on Quality Assurance and Enhancement of Higher Education at the University of Nicosia
- 2016 Dec. ECVET Seminar: *"From Base Qualifications to Training Programmes"*
- 2015 Nov. ECVET Seminar: *"How to Design Qualifications with units of Learning Outcomes"*
- 2015 Nov. ECVET 2-day seminar- How to design qualifications with units of learning Outcomes according to ECVET principles.

E. MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS AND ORGANIZATIONS

1. DipM & MCIM - Full Member of the Chartered Institute of Marketing (UK)
2. FCIM -Fellow Member of the Chartered Institute of Marketing (UK)
3. Certified Chartered Marketer of the Chartered Institute of Marketing (UK)

II. DR. IOSIF KAFKALAS

A. RESEARCH PUBLISHED

- Dr. Iosif Kafkalis: 15th International Conference on Social Sciences, at KU Leuven, Decision Analysis Framing and Motivation: Application in Business and Tourism. Campus Gasthuisberg, 13-14 July 2018, Belgium.
- Kafkalis, I. (2018). Decision Analysis Framing and Motivation Application in Business and Tourism. European Journal of Economics and Business Studies, 4(2), 131-137.
- Kafkalis, I., P. Kalaitzidakis and V. Tzouvelekas (2014). Tax evasion and public expenditures on tax revenue services in an endogenous growth model. European Economic Review 70, 438-453.
- Kafkalis, I. (2017). A New Framework for Performance Measurement. Cyprus Research Facts.

B. RESEARCH IN PROGRESS

- TEAMPEST - 7th F.P European Commission Project
 - "Theoretical Developments and Empirical Measurement of the External Costs of Pesticides". Knowledge Based Bio-Economy (KBBE), theme 2: Food, Agriculture and Fisheries, and Biotechnology
 - Position: Modeling optimal decisions under uncertainty and effective measurement of efficiency and productivity in agriculture.
<http://www.eng.auth.gr/mattas/teampest/>
- Economic Analysis of Crime
 - "Effectiveness of policies against crime; Severity and certainty of punishment over deterrence".
 - ELKE National Research Funds, Greek Ministry of Education
- Position: Development of illicit behavior model and application on crime datasets from Greece and the USA.
- FoodIMA - 6th F.P European Commission Project
 - "EU Food Industry Dynamics and Methodological Advances".
 - Methodological tools for economic assessment of the EU food chain.
 - Position: Research assistant, data management and analysis, setting an online literature database.
<http://www.eng.auth.gr/mattas/foodima.htm>

- **CARERA - 6th F.P European Commission Project**
 - "The impact of CAP reform on the employment levels of rural areas".
 - Sustainable Management of Europe's Natural Resources.
 - Position: Research assistant, data management and analysis.

<http://www.eng.auth.gr/mattas/carera.htm>

C. ACADEMIC AND PROFESSIONAL PRESENTATIONS

- Nicosia Risk Forum 2018, Uncertainty in the Tourism sector; Safety and Security Management in an evolving environment. Kafkalas i. and N. Rodosthenous.
- ICSS 2018, Leuven: Decision Analysis Framing and Motivation: Application in Business and Tourism.
- Heraclitus 2012, Greece: Optimal decision-making under uncertainty and heterogeneity. Poster and presentation, NSRF-ESF Program.
- EWEPA 2011, Verona: Incorporating heterogeneity into productivity and efficiency analysis. Robert G. Chambers and Iosif Kafkalas.

D. MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS AND ORGANIZATIONS

- Reviewer in British Food Journal
- Member of the Cyprus Association of Economists

E. GRANTS and AWARDS

- Heraclitus NSRF grant for PhD studies, European Social Fund.
- National Scholarships; Top 3rd entry in B.A of Economics, UoC, Greece.
- Vardinoyannis Foundation; Scholarship for top regional postgraduate and undergraduate students

III. DR. NICOS RODOSTHENOUS

A. RESEARCH

2018 Dr. Nikos Rodosthenous: 8th International Conference on Tourism, Emerging Tourism Destinations: Working Towards Balance Tourism Development, 27-30 June, Kavala, Greece.

2011-2013 European University Cyprus, Scientific Coordinator of a Research proposal submitted by him in the context of a Research Programme of the Research Promotion Foundation, in collaboration with the European University of Cyprus and the TALOS Development Organization, entitled: «Developing Religious and Pilgrimage Tourism in Cyprus».

10/2012 Member of the Research Team of the Research Center of Social Research and Regional Development ΕΚΚΕΡΑ-«Heraclitus» of the Faculty of Management and Economics of the Cyprus University of Technology.

04/2014 Participation in the preparation and submission of a joint proposal of the project SPHERAH-Heritage Plus Joint Call, entitled: «Safeguarding pictorial art heritage in rural areas and hermitages»,

B. PUBLICATIONS IN INTERNATIONAL SCIENTIFIC JOURNALS

- 1) Scientific Journal *Kypriakai Spoudai*, article entitled «Cyprus as an Important Geopolitical and Pilgrimage Place through the Ages - The Case of Machairas Monastery», published in October 2014.
- 2) *Global Business & Economics* (International referred publication – acceptance rate 50%), article entitled: «The Religious and Pilgrimage Tourism in Cyprus and its Contribution to the Cyprus Economy», published in December 2012, p. 78.
- 3) Scientific Journal “*Kosmos*”, of the Aristotle University of Thessaloniki, article entitled: «Organization of a Pilgrimage Tour from the Pastoral Perspective», (has been accepted for publication on 17/12/2014).
- 4) Scientific journal of Holy Metropolis of Limassol, “*Paraklisi*”, issue 71, article entitled: “Memory of the Holy 40 Martyrs”, published in March 2016, p.17.
- 5) Scientific Journal “*Pemptousia*”, article entitled: «Holy Migrations of Cypriot Saints to the Holy Land and their Contribution to the Pastoral Aspect and Development of Pilgrimage Tourism», published in April 2015.

C. PUBLICATIONS FROM PAPERS IN INTERNATIONAL CONFERENCES

- "Uncertainty in the Tourism sector. Safety and Security Management in an evolving environment", at the International Conference entitled “Nicosia Risk Forum” organized by CERIDES (Centre of Excellence in Risk & Decision Sciences) of the European University Cyprus on the 14th of November 2018.
- "The Cyprus Traditional Song - Heritage, Effects and Evolution", Scientific Conference organized by the Society of Cypriot Studies, Nicosia, 18 November 2017.
- "Cyprus-Holy Land. Travel and Hieropodimy of Cypriot pilgrims in the Holy Land and their contribution to the development of Religious and Pilgrimage Tourism ", Scientific Conference organized by the Cyprus Studies Society in Nicosia on 8-10 June 2018.
- "Religious Tourism in Cyprus: Determinants and Prospects" at the 8th International Conference on Tourism (ICOT2018-IATOUR), entitled "Emerging Tourism Destinations: Working Towards Balanced Tourism Development", Kavala, 27-30 June 2018.
- "Economic crisis, social lawlessness, family, and education" at the 3rd Panhellenic Scientific Conference with International Participation organized by IAKE on "Humanities, Education, Society and Political Education" in Heraklion, Crete, 5-7 May 2017.

D. BOOK PUBLICATION

- *The Virgin Kousouliotissa*, Nicosia, 2009. ISBN:979-9963-8854-3-5.

E. PARTICIPATION IN INTERNATIONAL CONFERENCES

- 1) Participation in the Scientific Conference organized by the Cyprus Studies Society, on the topic "Relations between Cyprus and the Holy Land", 08-10 June 2018 with his paper: "Cyprus-Holy Land. Traveling and Hiking of Cypriot pilgrims in the Holy Land and their contribution to the development of Religious and Pilgrimage Tourism".
- 2) Participation in the Scientific Conference "Financial Management: The New State of Things" organized by the Union of Economists of Cyprus in cooperation with the Ministry of Finance on 14 June 2018, Cyprus.
- 3) Participation in the Conference "Defense Industry Conference", organized by the Ministry of Defense of Cyprus in cooperation with the Ministries of Defense of Greece and Israel in Nicosia, 21-22 June 2018.
- 4) "Emerging Tourism Destinations: Working Towards Balanced Tourism Development" at the 8th International Conference on Tourism (ICOT 2018) organized by Middlesex University of London in

collaboration with the International Association for Tourism Policy and the Technological Educational Institution - TEI of Eastern Macedonia and Thrace, in Kavala on 27-30 June 2018, with his paper: "Religious Tourism in Cyprus: Determinants and Prospects".

- 5) Participation in the 11th Scientific Conference of Corporate Social Responsibility on "Responsible Investments for Responsible Entrepreneurship", organized by the University of Nicosia with CSR Cyprus on July 6, 2018 in Nicosia.
- 6) Participation in the ENTER 2019, 26th International e-Tourism Annual Conference, held on the 29th of January 2019 National Day of Tourism in Nicosia, Cyprus.

IV. DR. PAVLOS PANAYI

A. PROFESSIONAL EXPERIENCE

1997 - 2010 Courses Taught at Technical Higher Institute (ATI)

- Data Communications, Computer Networks, On-Line systems, Artificial Intelligence,
- Software Engineering, Systems Design and Implementation,
- Web Page Design, Oracle, Pascal, Java, Computer Architecture. C++ Programming,
- Assembly Programming, Database, Diploma Project Supervisor.

2009 Courses Taught at Technical at Frederick University

- Computer Fundamentals, Office Applications, Quarkxpress
- Microsoft Front Page, Computer Architecture Programming for Engineers
- Data Communications, Computer Networks

2008 Courses Taught at Technical at School of Nursing

- Office Applications

2007 Courses Taught at Mediterranean Institute of Management

- Mediterranean Institute of Management
- Computer Fundamentals, Office Applications,
- Microsoft Front Page, Computer Architecture
- Zurich American Group, New York, NY 1992 to 1997 Director of Network Operations
- New York Institute Of Technology, NY 1994 to 1996 Part-time Lecturer
- Berkshire Hathaway Group, New York, NY 1989 to 1992 Director of MIS
- American International Group New York, NY 1985 to 1989 Programmer / Systems Analyst

B. RESEARCH AND PUBLICATIONS

- P. Panayi, J. Kurose, D. Towsley " Efficient Schemes for Broadcasting Popular Videos" ACM/Springer Multimedia Systems (January 1999)
- P. Panayi, D. Towsley " Evaluation of RAID Architectures" IEEE Transactions on Computers (January 1998).
- P. Panayi, D. Towsley "Real-Time Traffic over the Internet" UMass CMPSCI Technical Report (January 1997).

V. DR. PAVLOS EVANGELIDES

A. RESEARCH INTERESTS

- Quantum computing
- Quantum control
- Quantum systems on a circle
- Quantum systems on finite Hilbert space
- Feynman path integrals

B. PREVIOUS/OTHER POSITIONS

- University of Cyprus (2017-2018)
- Cyprus Technology University of Cyprus (2015 - 2017)
- Research assistant , Czech technical University (2016- 2017)
- Cyprus Foundation center lecturer, (2015- 2016)
- M.K.C college lecturer (2015-2016)
- University of Bradford lecturer (2013-2015)

C. PUBLICATIONS

- **P.Evangelides**, C.Lei and A.Vourdas : Analytic representation of quantum systems on $Z(d)$ and on S with Theta functions, J.Math. Phys. 56,072108, (2015)
- H.Essa, **P.Evangelides**, C.Lei and A.Vourdas : Paths of zeros of analytic functions describing finite quantum system, Phys. Lett A. 548,553 (2015)
- H.Essa, **P.Evangelides**, C.Lei and A.Vourdas : Analytic representation with theta function describing finite quantum systems, International Conference of Integrable Systems and Quantum symmetries (2016)
- **P.Evangelides**, M.Talias : Paths of zeros of analytic functions of finite quantum systems using various types of matrices, Research and reviews : Journal of pure and applied physics (to appear)
- **P.Evangelides** : Analytic representation in terms of d^2 coherent states using theta function (pending)

D. CONFERENCES PRESENTATIONS/SEMINARS

- EUC colloquium on mathematics, computer science and engineering, European University, Cyprus 2/16
- QITG, University of Sheffield, 6/14
- Presented work at the postgraduate research day, University of Aegean

E. PROFESSIONAL MEMBERSHIPS

- Member of IEEE (2008-present)
- Junior member of Isaac Newton Institute (2014- present)

VI. DR. CHRISTINA TSOLAKI

A. Profile

A vastly experienced and highly knowledgeable professional with extensive expertise in branch management, customer services, retail and corporate/commercial banking. Effective communicator with excellent planning, organizational, negotiation strengths and problem solving skills. Proven ability to develop and maintain satisfied/loyal customers, as well as manage/complete projects to highest standards with meticulous attention to detail and within agreed deadlines. Experienced at building a positive organizational environment, fostering teamwork and minimize internal complaints by employees and thrives in highly pressurised and challenging working environments. Currently looking for a new and challenging position that will make best use of existing skills and experience, while enabling further personal and professional development.

B. Research and Publications

- Tsolaki, C., (2017). Knowledge Sharing Behavior: An empirical study in the Cyprus Cooperative Banking Sector. *International Journal of Human Resource Development and Management*. 7(1), 13-27. Available at: https://www.ripublication.com/ijhrdm17/ijhrdmv7n1_02.pdf
- Tsolaki, C., (2016). Exploring the relationship of Human Resource Management and Knowledge Management in the Cyprus Cooperative Banking Sector. Available at ProQuest.

C. Seminars Attended with regards to:

- Banking software
- Basel II
- Banking and human resource management
- Banking, new rules and regulations
- Trade Services
- Compliance
- Labour Law
- Learning and Development
- Professional Relations and Human Resource Management

D. Memberships

- Member of “Ena Oniro Mia Eyxi” association
Associate member of Cyprus Human Resource Management Association (CYHRM)
Personal development
Reading, Music, Exercising
Monitor/supervise students for their essays/dissertations

VII. DR. MELITA CHARITOU

A. RESEARCH & PUBLICATIONS

- Charitou M., (2017) Does quality of management affect the prosperity of financial institutions? *Journal of Business & Economics Research*, (under review process)
- Charitou M. (2017), The effect of profitability on the healthiness of financial institutions, *International Journal of Business and Social Research* (under review process)
- Charitou M., P. Lois (2016) The Effect Of Working Capital Management On Firm's Profitability: Empirical Evidence From An Emerging Market, *Journal of Business & Economics Research*, Volume 14, No 3, pp111-117. [Refereed](Reprint)
- Charitou M. (2016) The relationship between capital adequacy and financial institution's viability, *Journal of Business management and Economics* Vol. 4, No 5, pp42-48. [Refereed] {single authored}
- Charitou M., P. Lois and A. Christoforou (2016) The relationship between aggressive and conservative working capital management policies and profitability: An empirical investigation, *International Journal of Arts and Commerce (IJAC)* Vol. 5, No 5, pp142-150. [Refereed]

B. REFEREED CONFERENCE PROCEEDINGS

- Charitou M., and P. Lois (2012), First course in Accounting: Perceptions of Accounting and Non-Accounting students, *International Conference on Education and New Learning Technologies (EDULEARN'12)*, Barcelona, 2-4 July, pp. 5676-5681.
- Charitou Melita and A. Vlittis, The Valuation Effects of Investor Relations Investment. Accepted for presentation at the *European Accounting Congress*, April, 2011. (Refereed)
- Charitou Melita., P. Lois and A. Vlittis, The role of Earnings in capital markets: International Empirical Evidence. Accepted for presentation at the *INTED Conference*, March 2010 (Refereed).
- Charitou Melita, The valuation role of earnings and cash flows in France, Accepted for presentation at the *EDU Learn 09 Conference*, May 2009 (Refereed)
- Charitou Melita., P. Lois and A. Vlittis Which measures drive stock prices: International Evidence, Accepted for presentation at the *Clute Institute Conference*, May, 2009(Refereed)

C. RESEARCH UNDER REVIEW AND IN SUBMISSION PROCESS IN INTERNATIONAL REFEREED JOURNALS

- Charitou M., P. Lois and A. Christoforou (2016) The relationship between aggressive and conservative working capital management policies and profitability: An empirical investigation, *Journal of Business and Economic Research*, (under review, 2017).
- Charitou M, P. Lois and K. Makovi, (2016) How firm performance is affected by efficient working capital management strategies: An Empirical Investigation, *International Journal of Business and Social Research* (Under review, 2017)

Attachment 4 Revised Structure with the addition of two more Elective Courses

MBA Business Administration (12 Months, Full-Time or 24 Months, Part-Time, Master in Business Administration)

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS
A Semester								
1.	Theory	Managerial Economics	MBA 605	4	55´	14	56	8
2.	Theory	Financial & Managerial Accounting	MBA 611	4	55´	14	56	8
3.	Theory	Quantitative Methods	MBA 603	4	55´	14	56	8
4.	Theory	International Marketing	MBA 630	3	55´	14	42	6
B Semester								
1.	Theory	Financial Management	MBA 632	3	55´	14	42	7
2.	Theory	Human Resource Management	MBA 606	4	55´	14	56	8
3.	Theory	Total Quality Management	MBA 650	3	55´	14	42	7
4.	Theory	Strategic management	MBA 670	3	55´	14	42	8

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS
Summer Period								
1.	Theory	Organizational Behaviour	MBA 691	3	55'	14	42	6
2.	Theory	Elective *		3	55'	14	42	6

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS
C Semester								
1.	Theory	Final Project	MBA 699	5	55'	14	70	12
2.	Theory	Elective *		3	55'	14	42	6

*Courses with an asterisk may be replaced by one or two of the following elective courses.

Electives

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS
ELECTIVE COURSES OF THE PROGRAMME								
1.	Theory	Strategic Marketing	MBA 730	3	55´	14	42	6
2.	Theory	Business Ethics	MBA 740	3	55´	14	42	6
3.	Theory	Managing Corporate Change	MBA 750	3	55´	14	42	6
4.	Theory	Entrepreneurial & Innovation	MBA 760	3	55´	14	42	6
5.	Theory	Digital Business	MBA 770	3	55´	14	42	6
6.	Theory	Corporate Sustainability	MBA 780	3	55´	14	42	6