



Doc. 300.1.4

Follow-up Report

(for a CYQAA accredited Programme of study)

Date: 8/12/2020

- Higher Education Institution: Ctl Eurocollege
- Town: Limassol
- Type of Evaluation: Programmatic
- Accredited on CYQAA Council's Summit Number: 58
- Date of Accreditation: 21/09/2020

If applicable:

- School/Faculty: School/Faculty
- Department: Department/Sector
- Programme of Study Name (Duration, ECTS, Cycle)
Programme Level of studies
In Greek:
Διοίκηση Επιχειρήσεων (2 έτη, 120 ECTS, Δίπλωμα)
In English:
Business Administration (2 years, 120 ECTS, Diploma)
- Programme's type: Conventional
- Language (s) of instruction: English

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 (CYQAA), according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 to 2019” [N. 136 (I)/2015 to N. 35(I)/2019] and the European Standards and Guidelines (ESG).

A. Internal Quality Assurance Committee

| <i>Name</i> | <i>Position</i> | <i>Rank</i> |
|-------------------------|-------------------------------------|-------------|
| Dora Konstantinou | Academic Dean | University |
| Lakis Papathomas | Administration and Finance Director | University |
| Katerina Christophidou | Director of Professional Studies | University |
| Dr Andreas Constantinou | Member of the Faculty | University |
| Dr Elena Malkawi | Member of the Faculty | University |
| Dr Georgios Afxentiou | Member of the Faculty | University |
| Marianna Papathoma | Quality Assurance Officer | |
| Svetlana Leushina | Postgraduate Student | |

B. Guidelines on content and structure of the Follow-up Report

- *CYQAA has a consistent follow-up process for considering the action taken by the institution toward the improvement and further development of the CYQAA externally evaluated and accredited institution / department / programme of study. The present Follow-up Report should recount, synoptically, institutional action taken toward the implementation of the remarks indicated in the CYQAA Final Report.*
- *The Follow-up report should provide evidence (via website links) and appendices at the end of the report on how the remarks of the Council of CYQAA have been adhered to.*
- *The remarks indicated in the CYQAA Final Report should be copied from the corresponding report and be followed by the institution's response.*
- *The institution may add any other institutional action taken towards the implementation of ESG aiming at the improvement of the institution / department / programme of study.*

1. Remarks on the CYQAA Final Report

1. To employ two full time academic personnel with a doctoral degree and research experience, in a discipline relevant to their teaching subjects. The Agency highlights that the two-year diploma in a non-vocational program is the path to a four-year undergraduate program and the teaching staff should have relevant research experience and promote synergies of research and teaching.
2. To consider issues relating to the transfer of units for a bachelor's degree (see EEC Report p.21) and accordingly respond.
3. To provide information concerning the staff engagement in research and relevant publications in academic refereed journals.
4. To put in place stronger incentives for the faculty to conduct research in the field.
5. To build the college's capacity so that the teaching and student supervision can be adequately supported.

2. Institution's Response

- To employ two full time academic personnel with a doctoral degree and research experience, in a discipline relevant to their teaching subjects. The Agency highlights that the two-year diploma in a non-vocational program is the path to a four-year undergraduate program and the teaching staff should have relevant research experience and promote synergies of research and teaching.***

Reply from the Institution

The College has taken into account the recommendation of the CYQAA and has employed the following full- time faculty staff. Their contracts of employment commence on February 2021 at the beginning of Spring Semester 2021.

1. Dr Maria Hadjielia Drotarova

- Postdoc at Cyprus University of Technology (January 2019 – Jun 2020)
Working on a qualitative research study on thanatourism, nostalgia and hope.
PhD (2018)
- PhD in Educational Research
Lancaster University (UK)
Thesis: "A MULTIDIMENSIONAL PERSPECTIVE OF DOCTORAL STUDY EXPERIENCE: CONSRUCTING DIVERSE ROUTES ACROSS PARALLEL REALITIES"
- Masters Degree (2006)
- Masters Degree in Andragogy (Adult education)
University of Prešov (Slovakia)
Dissertation: "Quality of working life in the public sector workplace: Evidence from the Slovak Context"
- Degree course (2004)
- Bachelor Degree in Andragogy (Adult education)
University of Prešov (Slovakia)

2. Dr Marios Kouskoulis

- Jul 2012–Dec 2017 Doctor of Philosophy (Ph.D.) - Economics
First-class Honours
Panteion University of Social and Political Sciences, Athens (Greece)
"The contribution of telemedicine systems to reduce regional disparities in the Primary Health Care: The case of the Aegean Sea"
- Sep 2011–Sep 2014 Master of Business Administration (M.B.A.) - Total Quality Management
Second-class Honours (2:1)
University of Piraeus, Athens (Greece)
"Critical valuation of renewable energy sources"
- Sep 2007–Nov 2011 Bachelor of Science (B.Sc.) - International Economics Second-class Honours (2:1)
Democritus University of Thrace, Komotini (Greece)

Additionally, the College has employed a PhD holder on a part time basis as shown below:

3. Dr Ifigenia Efthimiou

- October 2020 – Today: Postdoctoral Researcher, Department of Computer Science, School of Economics Administration and Computer Science, Neapolis University Pafos.
- October 2010 – March 2015: Doctoral Thesis on the domain of "Design and Analysis of Experiments", Department of Mathematics, School of Sciences, University of the Aegean, Samos, Greece. Grade: "EXCELLENT" (10/10).
- October 2008 - June 2010: Master's Degree "Statistics and Data Analysis", Department of Statistics and Actuarial – Financial Mathematics of the University of The Aegean, Samos, Greece.
- October 2004 – February 2008: BSc Department of Statistics and Actuarial – Financial Mathematics of the University of the Aegean, Samos, Greece.

Please refer to **Annex 1 Curriculum Vitae**

2. To consider issues relating to the transfer of units for a bachelor's degree (see EEC Report p.21) and accordingly respond.

Reply from the Institution

In order to prevent the overlapping of courses:

1. The number of common and transferrable courses from the Diploma to the Degree is maximum 90 out of 120 ECTS.
Credits earned in another programme of study at Ctl Eurocollege do not carry quality points and are not calculated into students' Grade Point Averages and Cumulative Point Averages.
2. Common courses in various programmes have the same title and code in order to prevent repetition of courses and material taught.
3. Courses offered in degree level programmes of study have a different code, are offered on a higher level and have advanced level of content, assessment and requirements.
4. The procedure Aca_OIP_18 - Course Syllabus has been upgraded as shown below (the new addition is in bold)

New course syllabi are issued during the preparation of the new programmes of study. Lecturers are requested to issue new syllabi according to their field of specialization on completion of the design of a new programme. External Academic Advisors and Professionals are invited to participate in this procedure if necessary.

Lecturers apply Bloom's Taxonomy Action Verbs when writing the learning outcomes and purpose of each syllabus.

The Librarian is involved in this procedure and makes suggestions regarding the bibliography. The new syllabi are approved by the Programme Coordinator, the Academic Committee and the QA Office.

An existing course syllabus is reviewed by the Lecturer on completion of the planning for the new semester. The Academic Officer responsible for the planning sends the syllabus to the Lecturer to review. If upgrading is required, the Lecturer informs the Academic Office and the QA Officer. The bibliography is upgraded in cooperation with the Librarian. The upgraded syllabus is approved by the Programme Coordinator, the Academic Committee and the QA Office.

The QA Officer is responsible for providing the Lecturer or the Academic Advisor involved in this procedure with any existing syllabi of the same topic or field in order to prevent repetition of material taught.

5. To provide information concerning the staff engagement in research and relevant publications in academic refereed journals.

Reply from the Institution

Please see below the recent activities of our Research office:

ACADEMIC JOURNALS

Published papers

1. Antoniadou G, Briede D, Kontina M, Milevica I, Stige-Skuskovnik V. (2020). Influencers' Engagement In A Brand Communication: Latvia And Cyprus Cases, *Journal of Economics and Culture* pp. 54-61 Volume 17: Issue 1 ISSN: 2256-0173.
https://content.sciendo.com/view/journals/jec/17/1/article-p53.xml?language=en&fbclid=IwAR3des3EI-I9OhSpr7chyh6Ao_J52EBbJI-mViJVjc_eGB5JTQxzwWBlxo
2. Afxentiou G. (2019). Restructured organizational design: The secret sauce in a food manufacturer's recipe for growth. *Global Business and Organizational Excellence*. 38(5), p.27–32.
<https://doi.org/10.1002/joe.21948>.
3. Afxentiou G. (2018). *The effect of structural design on export strategy in the wine industry of Cyprus*. DBA thesis, University of Gloucestershire. Gloucestershire, UK.

Conference proceedings of abstracts and papers

1. Title: "Factors Affecting Leisure Time of Women with Underage Children".
Author: George Antoniadou
Conference: FIKUSZ 2020 XV. Symposium for Young Researchers Budapest November 2020.
2. Title: Digital learning Environment in Higher Education: New Global Issues"
Authors: by Dr. Elena Malkawi (CTL Eurocollege) and Dr Marina Khayrullina (Novosibirsk State Technical University)
Conference: 20th International Scientific conference "Globalization and its Socio-Economic Consequences".
Accepted for Presentation and Publication at conference proceedings 21 - 22 October 2020.

3. Title: The Role of Entrepreneurial Universities in Regional Knowledge Spill over and Social Innovation.
Authors: Saha N., Sáha T., Weber C., Stukalina Y., Afxentiou G., Lepik K.L.,
Urmanaviciene A., Sáha P.
Journal: XV edition of IFKAD
Conference: IFKAD Conference, 9-11 September 2020, Matera, Italy, EUROPE
Accepted for Presentation and Publication at the Fifteen Annual ISI Conference
Proceedings of the IFKAD 2020
4. Title: The Relation of Stress Management and Leadership Effectiveness in the Hotel Industry of Cyprus.
Authors: Afxentiou G., Malkawi E., Antoniadès G.
Journal: EuroMed Academy of Business, September 18-20, 2019
Conference: Twelfth Annual EuroMed Conference, Thessaloniki, Greece, EUROPE
Accepted for Presentation and Publication at the Twelfth Annual ISI Conference Proceedings of the EuroMed
Academy of Business 2019
ISBN: 2547-8516
5. Title: The Role of Stress Management in Managerial Decision Making: Cyprus Hotel Industry.
Authors: Malkawi E., Afxentiou G., Antoniadès G.
Journal: EKA University of Applied Sciences Journal, April 2019
Conference: Emerging Trends in Economics, Culture and Humanities, Riga, LATVIA
Accepted for Presentation and Publication at the Conference Proceedings of the
International Scientific Conference (etECH2019)
ISBN: 978-9984-24-222-4
6. Title: The Impact of Stress Management on Leadership Effectiveness in the Hotel
Industry of Cyprus.
Authors: Afxentiou G., Malkawi E., Antoniadès G.
Journal: The Market: International Journal of Business, April 2019
Conference: Second Annual Conference of the Cyprus Centre for Business Research,
Limassol, CYPRUS
Accepted for Presentation and Publication at the Second Annual Conference Proceedings of the
International CIM Conference 2019

PROFESSIONAL JOURNALS

- Afxentiou, G(2020). Cyprus SMEs still lag on innovation, October 2020 Cyprus Mail newspaper. [Online]. Available at: <https://cyprus-mail.com/2020/10/07/cyprus-smes-still-lag-on-innovation/>
- Michael, N(2020).The impact of creating an HR Digital Workplace: What does it mean for the HR Professionals *ΑΝΘΡΩΠΟΪ & ΕΡΓΑΣΙΑ* 1450 - 2895
July 2020 CyHRMA (Cyprus Human Resource Management Association) <http://www.cyhrma.org/>
- Siamarou, A (2020). Compacting Covid-19 with 5G telemedicine.*Cyprus mail newspaper*, [Online]. Available at: <https://cyprus-mail.com/2020/06/06/compacting-covid-19-with-5g-telemedicine/>
- Sourouppis, L (2020). All – Inclusive: Added value for the Cyprus Tourism Industry. *Cyprus mail newspaper*, [Online]. Available at: <https://cyprus-mail.com/2020/03/08/all-inclusive-adding-value-to-our-tourism/>
- Malkawi, E. (2019). Digital Economy in Cyprus has a long way to go. *Cyprus mail newspaper*, [Online]. Available at: <https://cyprus-mail.com/.../digital-economy-in-cyprus-has-a-.../>
- Antoniades, G. (2019). Οι νέοι αρνούνται το Facebook. *Eurokerdos business magazine*, [Online]. Available at: <http://www.eurokerdos.com/oi-neoi-arnoyntai-to-facebook/> [Accessed: 6 April 2019].
- Panayidou, C. (2019). Αειφόρος ανάπτυξη και Τουρισμός. *Σουριστικά και Πολιτιστικά*, [Online]. Available at: <https://www.cyprushighlights.com> [Accessed: 10 March 2019].
- Antoniades, G. (2019). Does Brexit have a positive effect on Cyprus? *Eurokerdos business magazine*, [Online]. Available at: <http://www.eurokerdos.com/does-brexit-have-a-p/> [Accessed: 7 February 2019].
- Malkawi, E. (2019). Special cases of Cyprus economy. *The Cyprus Russian Business*, [Online]. Available at: <http://cyprusrussianbusiness.com/index.php/articles/4521-cyprus-economy> [Accessed: 28 January 2019].
- Afxentiou, G. (2017). The Creativity of Executive Management Supports the Development of Entrepreneurship, *Cyprus Press and Information Office* [Online]. Available at: <https://www.pio.gov.cy/en/> [Accessed: 20 July 2017].

CONFERENCES

- 1st ASEM Lifelong Learning Hub Virtual Forum 13-15 October 2020
“Future Directions in Lifelong Learning: creating a vision for Lifelong Learning Research, Policy & Practice in Asia & Europe”
- SHIINE COST ACTION 18236 Novi Sad, SERBIA January 15-17, 2020
Multi-disciplinary Innovation for Social Change
- 1st Doctoral Colloquium 2019 Nicosia December 7, 2019
- 15th ASEF Classroom Network Tokyo-Japan November 25-29, 2019
Conference
Education for Sustainable Development and Artificial Intelligence:

The Role and Readiness of Teachers.

- SNJ (Service National de la Jeunesse) Luxemburg, LUXEMBURG November 4-9, 2019
Makerspaces in Digital Youthwork
- Colloquium/ Symposium, Berlin, GERMANY October 24-25, 2019
1st Doctoral students Campus Macromedia University
- ENRESSH. COST ACTION 15137 Valencia, SPAIN September 17-18, 2019
Network for Research Evaluation in the Social Sciences and the Humanities
- EuroMed Academy of Business Thessaloniki, GREECE September 18-20, 2019
The Twelfth Annual EuroMed Academy of Business (EMAB) Conference, Business Management Theories and Practices in a Dynamic Competitive Environment
- Ekonomikas un kulturas augstskola (EKA) Riga, LATVIA April 24-26, 2019
International Scientific Conference (etECH2019), Emerging Trends in Economics, Culture and Humanities
- Cyprus Institute of Marketing (CIM) Limassol, CYPRUS April 5, 2019
Second Annual Conference of the Cyprus Centre for Business Research, Re-Inventing Tourism
- ENRESSH. COST ACTION 15137 Podgorica, MONTENEGRO March 7-8, 2019
European Network for Research Evaluation in the Social Sciences and the Humanities
- Academy of Management (AOM) Tel Aviv, ISRAEL December 17-19, 2018
From Start-up to Scale-up Strategies: Coping in a Volatile Business Environment
- ENRESSH. COST ACTION 15137 Ljubljana, SLOVENIA July 10-11, 2018
European Network for Research Evaluation in the Social Sciences and the Humanities
- ENRESSH. COST ACTION 15137 Lisbon, PORTUGAL March 3-4, 2018
European Network for Research Evaluation in the Social Sciences and the Humanities
- ENRESSH. COST ACTION 15137 Zagreb, CROATIA February 5-9, 2018
Training School and Think Tank
European Network for Research Evaluation in the Social Sciences and the Humanities
- ENRESSH. COST ACTION 15137 Sofia, BULGARIA March 7-8, 2017
European Network for Research Evaluation in the Social Sciences and the Humanities

6. To put in place stronger incentives for the faculty to conduct research in the field.

Reply from the Institution

Please see below the revised incentives for the faculty:

The College policy is to continuously improve in the field of research therefore it provides the following incentives as shown below:

- Provides a yearly budget to encourage academic staff to engage in research programmes and organizations of scientific purpose.
- Provides financial support to academic staff participating and/or teaching in seminars, workshops, professional meetings held locally, abroad and online.
- Provides funds for academic and professional memberships/subscriptions
- Reduces the number of teaching hours (3-6) of Lecturers involved in research programmes, or when working on their PhD thesis.
- Provides long term leave of absence to faculty members wishing to attend courses leading to a higher degree than the one they currently hold.
- Faculty members are placed and paid according to the ranking scale of the institution.
- Promotes faculty members to a higher ranking based on their qualifications, teaching & research experience.
- Approves paid leave of absence to faculty members wishing to attend conferences locally, abroad or online.
- Grants bonuses to academics for publishing quality articles in highly ranked academic journals
- Grants bonuses to academics who publish articles in professional journals.
- Encourages staff financially and technically to promote their research findings by using social media and other communication media to Businesses, Organisations and Communities.
- Invests in new technology (software and hardware), books and other resources to support staff in conducting research.
- Allocates budget for developing projects and research papers during and after working hours at the institution.

7. *To build the college's capacity so that the teaching and student supervision can be adequately supported.*

Reply from the Institution

In order to build-up its capacity and ensure that teaching and student supervision is adequately supported, the College:

1. Ensures that there is steady cash flow to support operational and academic requirements. This is the responsibility of the Executive Director and the Administration & Finance Director and other bodies responsible for the smooth and effective functioning of the College. These bodies are shown below:
 - Board of Governors
 - The College Council
 - The College Advisory Council
 - The Academic Committee
 - The Administrative Committee
 - The Disciplinary Committee
 - The Quality Assurance Committee
 - The Research Committee
 - The Health & Safety Committee
2. Issued a Quality Assurance Handbook in 2016, which includes 183 procedures which are followed

by its departments. The QA Handbook includes procedures that ensure teaching and student supervision is adequately supported. These are shown below:

- Faculty and Course Evaluation
 - Student Satisfaction Survey
 - Suggestion / Complaint Box
 - Annual Programme Review
 - Support for students with poor academic performance
 - Counseling
 - Assessment of Staff Performance
 - Faculty Staff Self-Appraisal
 - Administrative Staff Self-Appraisal
 - Staff Development and Support
3. Issues a Lecturer handbook and a Students handbook that provide guidance and important information.
 4. Has a Student Welfare & Activities Office which offers help, advice and guidance to Students on a wide range of issues, covering health to personal problems. It is responsible for easing the Students' integration into their new academic and cultural environment, and introducing them to unfamiliar aspects of local culture.
 5. Maintains excellent communication between Management, Faculty and Students. This is achieved by:
 - developing strong ties due to the small size of the College.
 - the effective and timely communication provided by the online platform
 6. Organizes seminars, external visits and invites visiting Professors.
 7. Continuously seeks for new cooperation with other Institutions of Higher Education in Cyprus and abroad.
 8. Continuously enhances its collaboration with companies in the business world who offer career development opportunities to students.
 9. Employs PhD holders who are actively involved in research in order to apply new research findings to the programmes of study.

C. Other institutional action taken towards the implementation of ESG aiming at the improvement of the institution / department / programme of study.

The College in its efforts to continuously improve:

1. Follows the suggestions and guidelines of the CYQAA and the EECs and continuously updates, improves and creates new procedures that are included in its QA Handbook.
2. Organizes seminars for Lecturers on how to cultivate soft skills for students as well as encourage participation and discussion in class, critical thinking, creativity, and develop students' problem solving skills.
3. Has updated the Lecturer Course Evaluation questionnaire to ensure that Lecturers encourage participation, discussion, critical thinking, creativity, and develop students' problem solving skills.
4. Organizes seminars that help students understand the importance of soft skills.
5. Employs student-centered methods of teaching and advises Lecturers to encourage their students to become actively involved in class.
6. Has developed links with UCY and CUT to promote its research activities and visits by Professors.

D. Signatures of the Internal Quality Assurance Committee

| Name: |
|-------------------------|
| Dora Konstantinou |
| Lakis Papathomas |
| Dr Andreas Constantinou |
| Dr Georgios Afxentiou |
| Dr Elena Malkawi |
| Katerina Christophidou |
| Marianna Papathoma |
| Svetlana Leushina |

Date: 8/12/2020

