Doc. 300.1.2

Date: 02/09/2014

Higher Education Institution's Response

- **Higher Education Institution:**
  CIM-Cyprus Business School

- **Town: Nicosia**

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

  In Greek:

  ΔΙΟΙΚΗΣΗ ΕΠΙΧΕΙΡΗΣΕΩΝ (14 ΜΗΝΕΣ ΠΛΗΡΗΣ ΦΟΙΤΗΣΗ/ 24 ΜΗΝΕΣ ΜΕΡΙΚΗ ΦΟΙΤΗΣΗ, ΜΕΤΑΠΤΥΧΙΑΚΟ)

  In English:

  BUSINESS ADMINISTRATION (14 MONTHS FULL-TIME/24 MONTHS PART-TIME, MASTER)

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

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

- **Concentrations (if any):**

  In Greek: Επιχειρηματικότητα & Ψηφιακή Καινοτομία
  In English: Entrepreneurship & Digital Innovation

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1 or 300.1.1/1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area. The answers' documentation should be brief and accurate and supported by the relevant documentation. Referral to annexes should be made only when necessary.*

- *In particular, under each assessment area and by using the 2nd column of each table, the HEI must respond on the following:*

  - *the areas of improvement and recommendations of the EEC*
  - *the conclusions and final remarks noted by the EEC*

- *The institution should respond to the EEC comments, in the designated area next each comment. The comments of the EEC should be copied from the EEC report **without any interference** in the content.*

- *In case of annexes, those should be attached and sent on separate document(s). Each document should be in *.pdf format and named as annex1, annex2, etc.*

1. Study programme and study programme's design and development
(ESG 1.1, 1.2, 1.7, 1.8, 1.9)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Research Methods Module. Since this course predominantly focuses on the practical application of statistics and data analysis, we suggest renaming it to better reflect its content. For instance, renaming it as "Data Analysis and Statistical Methods" or "Fundamentals of Statistics and Data Analysis" would provide a clearer description of its scope and objectives.	The module of Research Methods have been modified and it has now been modified to "Research Methods & Analytics" covering all areas recommended by the EEC. (see Annex 1)	Choose level of compliance:
Dissertation. While we acknowledge the need to maintain a dissertation at the end of the programme, we do not think it should be necessarily crafted with a research orientation for MBA students (this is what happens at the international level). Subject to meeting appropriate requirements, some students (individually or in groups) can be allowed to experience innovative (e.g., project-based) dissertation formats.	We have now changed "Dissertation" to "Final Research Project" integrating the comments of the EEC. (see Annex 1)	Choose level of compliance:
Entrepreneurship Focus. From different conversations, it seems one of the qualifying positioning elements of the programme is its tech/entrepreneurial drive. Currently, this is implemented only in two elective courses for those who select the concentration. If you think this positioning is key, you may consider making one of these electives as compulsory (maybe Entrepreneurship and Innovation), reducing one of the actual compulsory courses (e.g., OB and change management) to a semester module. One topic, especially related to the marketing domain, seems missing in the programme, and it refers to "Marketing Analytics". We believe exposing	We have completed the changes recommended by the EEC so as to strengthen the Entrepreneurship focus. The Entrepreneurship focus makes it now compulsory to choose the module "Entrepreneurship & Innovation ENT921". (see Annex 1) Moreover, topics of "Marketing Analytics" have been integrated in the module "Strategic Marketing". (see Annex 1)	Choose level of compliance:

students to the new data environment and how to make sense of it using quantitative analyses to support decision making can be a fundamental element of a contemporary programme in marketing. This new content can substitute or be integrated in the actual course named "Strategic Marketing" (whose naming is a bit old and can be reconsidered) as well as in the Digital and Social Media Marketing course.		
Sustainability. Further emphasis is needed on embedding sustainability-related themes into the offerings of the program. This entails integrating comprehensive and structured modules or courses that specifically address sustainability challenges, principles, and practices across various disciplines.	We have strengthened further the notion of "sustainability" throughout the course. (see Annex 1)	Choose level of compliance:
		Choose level of compliance:

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

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
CIM should leverage it's "where theory meets practice" identity. This might even be one of its key unique selling points in a crowded market.	We fully agree with this comment and we are promoting strongly the message that at CIM "theory meets practice".	Choose level of compliance:
Dissertation topics should continue to be applied. This will ensure a continuing connection with industry and provide impactful outcomes in the local economy.	We have implemented the recommendation of the EEC offering now a "Final Research Project". (see Annex 1)	Choose level of compliance:
CIM should consider showcasing the applied research being undertaken by MBA students	We fully agree and this has been scheduled in the upcoming calendar. Moreover, MBA students are encouraged to publish at our in-house Journal "The Market" and to present at our annual Academic Conference being organized for 7 years, every September.	Choose level of compliance:
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3. Teaching staff
(ESG 1.5)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
The institution should carry on its investment on cutting-edge educational technologies alongside the extensive training for faculty members to ensure they are well-equipped to leverage these tools effectively.	We have invested heavily in cutting-edge educational technologies in the past 10 years and we will continue to do so. We have implemented the 1st mobile application in Cyprus for Higher Education and in 2024 we have invested more than 50000 euro in technological advances. Every lecturer undergoes personalized training and there are also many opportunities for cross-border training through Erasmus+ Projects.	Choose level of compliance:
CIM should focus their efforts on business education, which is evident in its curriculum, which integrates theoretical knowledge with practical application. The emphasis is on equipping students with skills and insights that are immediately transferable to their professional lives.	We fully agree with this recommendation and it is part of our strategy.	Choose level of compliance:
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4. Student admission, progression, recognition and certification
(ESG 1.4)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Provide guidelines to what extent students can use artificial intelligence (AI) to avoid plagiarism and keep creativity and innovation in academic writing.	The AI Policy Handbook has been updated and is hereby attached. (see Annex 2)	Choose level of compliance:
To have a specific alumni group to provide contact details to new students (upon their confirmation) and improve their networking.	We have a strong Alumni Association and we have invited Alumni to take part in inductions.	Choose level of compliance:
We acknowledge that the students are time-poor already but such opportunities are common on MBA programmes globally. Industry partnerships are already strong and these could be leveraged to provide such opportunities.	We continue enhancing our 29 Strategic Partnerships to offer more opportunities to our MBA students.	Choose level of compliance:
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5. Learning resources and student support
(ESG 1.6)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Response rates on student feedback to faculty are low. Incentives have been offered to try to improve this. Perhaps CIM could consider making them compulsory, e.g., students will not receive their grade until they complete the feedback forms.	This is a universal challenge for all Universities around the world. We will keep offering incentives to students to respond and liaise with the Student Union in order to increase engagement.	Choose level of compliance:
CIM should ensure that subscription to online resources are maintained and expanded so that students have access	Subscription to online resources is continuously been expanded. In 2024 we have subscribed to Perlego in addition to expanding the Journals offered by Emerald.	Choose level of compliance:
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6. Additional for doctoral programmes
   (ALL ESG)

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7. Eligibility (Joint programme)
(ALL ESG)

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B. Conclusions and final remarks

Conclusions and final remarks **by EEC**	Actions Taken by the Institution	For Official Use ONLY
The packaging of the programme could be made more attractive: Module titles can be reimagined and retitled to better reflect what they actually do.	As already stated, this change has been already implemented and is reflected in the updated course structure attached (see Annex 1)	Choose level of compliance:
Sustainability could be more explicitly surfaced in the programme structure and learning outcomes with specific initiatives and dedicated actions.	This change has been already implemented and is reflected in the updated course structure attached. (see Annex 1)	Choose level of compliance:
More training and development opportunities should be provided to teaching staff in particular to ensure that their skills are up-to-date. There is an appetite for this from this cohort.	We already have in place a strong training and development programme for our teaching staff to ensure that their skills are up-to-date. Of course, we will expand even further for the new academic year.	Choose level of compliance:
To have a specific alumni group to provide contact details to new students (upon their confirmation) and improve their induction, onboarding and networking.	We endorse this recommendation and alumni will be involved for the September induction sessions.	Choose level of compliance:
The EEC perceives a risk attached to the in-house "intranet" platform. In the first instance, this should not depend on any single person, and in the second instance, cyber security must be a top priority with respect to this	The customised intranet platform is supported and protected by one of the leading Cybersecurity companies in Cyprus and regular penetration testing is conducted. Cybersecurity is a top priority at our Business School.	Choose level of compliance:

C.

D. Higher Education Institution academic representatives

Name	Position	Signature
Assoc. Prof. Myria Kkali	Academic Director, Nicosia	
Assoc. Prof. Katerina Pavlou	Academic Director, Limassol	
Dr Christos Hadjiyannis	Dean	
Dr Constantinos Constantinou	Director of Research	

Date: 02/09/2024