

Doc. 300.1.2

Date: Date.

Higher Education Institution's Response

- **Higher Education Institution:**
City Unity College
- **Town:** Nicosia
- **Programme of study**
Name (Duration, ECTS, Cycle)

In Greek:

Διοίκηση Επιχειρήσεων, 240 ECTS, Πτυχίο

In English:

Business Administration, 240 ECTS, Bachelor

- **Language(s) of instruction:** English and Greek
- **Programme's status:** Currently Operating
- **Concentrations (if any):**

In Greek: Concentrations

In English: Concentrations



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 to 2021 [L.136(I)/2015 – L.132(I)/2021].

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	CYQAA officer's comments
<p>Attention should be given to ensuring that students are exposed to current developments and the latest key trends in the field of business and management</p>	<p>The institution is committed to fostering a dynamic learning environment that aligns with the rapidly evolving landscape of business and management. To enhance students' exposure to current developments and the latest key trends, the following initiatives are and will continue to be implemented:</p> <p>1. Industry-Expert Guest Lectures: The institution is actively inviting guest speakers and employs part time lecturers that are industry professionals. These speakers provide real-world insights, share practical experiences, and discuss emerging trends, thereby bridging the gap between theoretical knowledge and industry application.</p> <p>Workshops: Complementing traditional coursework, the institution organizes regular seminars and workshops that focus on the latest developments in business and management. These events provide students with a platform to engage in discussions, network with professionals, and actively participate in activities that simulate real-world scenarios.</p> <p>3. Collaborative Industry Projects: Encouraging students to undertake collaborative projects with industry partners ensures hands-on exposure to real-world challenges. By working on projects in tandem with businesses, students can apply theoretical concepts to practical scenarios, gaining a deeper understanding of the intricacies</p>	<p>Το ίδρυμα απάντησε ικανοποιητικά</p>

	<p>involved in addressing contemporary business issues.</p> <p>4. Continuous Curriculum Evaluation: The institution has an established mechanism for regular review and update of the curriculum to align it with industry demands. This ensures that course content remains relevant and responsive to the rapidly changing business landscape. Curriculum is scrutinized once every semester (twice every academic year) by the External Advisory Committee which is made up of industry professionals from a variety of industry fields.</p> <p>5. Subscription to Industry Journals and Publications: The institution has invested heavily in subscriptions to leading industry journals, publications, and online platforms. This grants students access to cutting-edge research, case studies, and articles, enabling them to stay abreast of the latest trends and innovations in the field.</p>	
<p>There are many similar programs in the Cypriot educational market, and this may put the sustainability of the programme at risk in the future. The senior management should monitor the corresponding market continuously to be at the edge of the market.</p>	<p>The Institution is aware of this reality and for this reason in collaboration with its External Advisory Committee, conducts regular and thorough market analyses. This involves not only assessing the current landscape but also anticipating future trends and potential shifts in demand. This proactive approach ensures that the program remains adaptive and responsive to evolving educational needs.</p> <p>In addition, to gauge the program's competitiveness, the institution actively benchmarks against similar offerings in the market. This involves a detailed examination of curriculum structures, faculty qualifications, delivery methods, and additional features. By</p>	<p>Το ίδρυμα απάντησε ικανοποιητικά</p>

	<p>identifying areas for improvement and differentiation, the institution can strategically position itself to stand out in the crowded market.</p> <p>Furthermore, the institution implements a robust stakeholder feedback mechanism to solicit and analyse regular feedback from students, alumni, and industry stakeholders. This feedback loop provides valuable insights into the program's strengths, weaknesses, and areas for enhancement. Addressing these aspects in real-time ensures that the program remains aligned with the expectations of its target audience and industry partners.</p>	
<p>The international dimension of the programme is strengthening over the time and one way to accelerate that progress is to invite more visiting instructors (from academia and industry) who could help in the development of the quality of the programme.</p>	<p>The Institution takes advantage of the Erasmus + opportunities through which additional visiting professors will be invited in order to comply with this suggestion; in fact already such visits have been arranged in the past and are planned to be enhanced during the coming semesters.</p>	<p>Το ίδρυμα απάντησε ικανοποιητικά. Την ίδια «τακτική» ακολουθεί και σε άλλα προγράμματα που είχε αναλάβει για αξιολόγηση</p>

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

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	CYQAA officer's comments
<p>The syllabi could include course outlines and coursework, along with more textbook/academic articles in them to strengthen the academic component of the courses as the practical component is already at high levels.</p>	<p>As explained to the EEC each lecturer is updating each semester his/her course outline (based on the syllabi) by adding new books, articles and other material, as deemed appropriate according to the discipline taught.</p> <p>The institution maintains an agile approach to curriculum development, allowing for swift adaptation to changing market demands. This flexibility ensures that the program remains contemporary and equips students with the skills and knowledge required in the ever-evolving professional landscape.</p>	<p>Το ίδρυμα απάντησε ικανοποιητικά</p>
<p>The committee suggests visiting companies/instructors with students in order to strengthen the practical training when this is applicable</p>	<p>Such visits are already taking place and are planned to continue in the semesters to come</p>	<p>Το ίδρυμα απάντησε ικανοποιητικά. Την ίδια «τακτική» ακολουθεί και σε άλλα προγράμματα που είχε αναλάβει για αξιολόγηση</p>

3. Teaching staff (ESG 1.5)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	CYQAA officer's comments
<p>Given the fact that the faculty has a large variety of courses taught in their respective field, an alternative should be to invite instructors from the Cypriot private market to teach applied and more advance courses. This could also provide more flexibility to most of the permanent faculty to be more engaged with research.</p>	<p>The Institution is already applying this suggestion, as far as the CYQAA directives allow it.</p>	<p>Χρήζει περαιτέρω διευκρίνησεως η τοποθέτηση του ιδρύματος.</p>
<p>The CUC should pursue to regularly conduct research and training seminars in which faculty members can involve or participate. This is a practice that is likely to improve the quality of the research and output in general.</p>	<p>Such training seminars are already taking place and are planned to continue and in fact are obligatory for all full time faculty. There are 2 seminars scheduled for the 22nd February and 14th March 2024 on Teaching Methodologies, Theories and Applications and Enhancing quality in education through new technologies</p>	<p>Περαιτέρω ενίσχυση της έρευνας. πρέπει να είναι στο επίκεντρο όχι μόνο των πανεπιστημιακών ιδρυμάτων αλλά και των κολλεγίων. Θα μπορούσε να αποσταλεί λεπτομερέστερος κατάλογος των σεμιναρίων στα οποία συμμετείχε το προσωπικό κατά την τελευταία διετία.</p>
<p>The promotion criteria are somewhat understandable given the different contributions of each faculty member. However, some standardized and clearly communicated criteria should be introduced as well. For instance, these could include a specified number of research publications following international journal lists such as the ABS list in the UK. The standardization of some criteria would allow consistency across the board while providing faculty with clear goals that need to be achieved</p>	<p>Committee meeting.</p>	



4. Student admission, progression, recognition and certification (ESG 1.4)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	
The EEC has no particular comments in this section.	Not applicable	Choose level of compliance:



5. Learning resources and student support (ESG 1.6)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	
The EEC has no major comments at this point.	Not applicable	Choose level of compliance:

6. Additional for doctoral programmes **NOT APPLICABLE**
 (ALL ESG)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For Official Use ONLY
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7. Eligibility (Joint programme) NOT APPLICABLE
 (ALL ESG)

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B. Conclusions and final remarks

There were no further remarks in this section by the EEC which we thank for their positive remarks especially for noting that since their last visit they have identified the progress achieved at our Institution in all areas related in the delivery of our programmes of study (faculty, administrative staff, infrastructure, procedures)

Conclusions and final remarks by EEC	Actions Taken by the Institution	For Official Use ONLY
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C.



D. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Charis Kyriakou	Quality Assurance Coordinator	
	Head of the Business	
Constantinos Charalambous	Academic Director	
John Violaris	Academic Programmes' Director	
Eleni Kalli	Director of Administration	

Date: 22.1.2024

