

Doc. 300.1.2

Date: 21st of March, 2025

Higher Education Institution's Response

- **Higher Education Institution:**
Larnaca College

- **Town:** Larnaca

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

In Greek:

Μεταπτυχιακό στη Διοίκηση Επιχειρήσεων (1 Έτος/12 μήνες/3 Semesters/90 ECTS, Μεταπτυχιακό).

In English:

Master in Business Administration (1 Year/12 months/3 Semesters, 90 ECTS, Master).

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

In Greek:

- Διοίκηση
- Δημόσια Διοίκηση και Διακυβέρνηση
- Διοίκηση Φιλοξενίας
- Ηγεσία στην Εκπαίδευση

In English:

- Management
- Public Management and Governance
- Hospitality Management
- Education Leadership



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

On behalf of Larnaca College, we would like to extend our sincere gratitude for the recent visit and for providing valuable recommendations regarding the MBA Conventional program. The insights of the EEC comments into curriculum revisions and specialization adjustments are greatly appreciated.

We acknowledge the importance of continuous improvement to meet regulatory standards and enhance academic quality. Rest assured, LCA College carefully considers all of the suggestions to further refine the MBA program. The structure and sequence of modules are reviewed to ensure clarity and coherence, aligning with market demands and academic standards upheld by the esteemed faculty of LCA College.

Larnaca College's commitment to quality assurance remains steadfast, supported by the robust evaluation mechanisms and dedicated committees. We are confident that these measures will contribute to maintaining and advancing the excellence of the MBA offerings. LCA College is fully committed to addressing the areas of improvement and recommendations outlined in the EEC report. LCA College assures the Committee that all recommendations are carefully considered and integrated into our ongoing efforts to enhance the program.

In the following pages, Larnaca College responds in detail to all recommendations for improvement suggested by the EEC and provides all relevant information to explain the actions taken to ensure that the newly accredited program is of high quality.

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
Accounting content seems to be mostly missing from the core programme, but could be included by redesigning and renaming the course "Financial Strategy" into "Finance and Accounting" or similar.	LCA College greatly appreciates the observation regarding the lack of accounting content in the core MBA program. In response to the recommendation by the EEC, LCA College is pleased to inform that the module "Financial Strategy" has been redesigned with a new syllabus and will now be offered as a new module called "Finance and Accounting." This revised module includes comprehensive coverage of key accounting principles alongside financial strategy, ensuring that students gain a well-rounded understanding of both fields. This change aligns the program with industry needs and academic expectations. (Annex 1)	Choose level of compliance:
More HRM content would also strengthen the core programme, and could be included by redesigning and renaming the course "Leadership in Business Innovation" into "Leadership and HRM" or similar.	LCA College appreciates the suggestion to strengthen the core MBA program by incorporating more HRM content. In response, LCA College enhanced the "Leadership in Business Innovation" module by integrating key Human Resource Management (HRM) topics. The module has been redesigned with an updated syllabus to include a comprehensive focus on leadership and HRM, ensuring students acquire essential skills in both areas. This revised module will better equip our students to address the dynamic challenges of leadership within the context of human resource management, aligning with current industry needs. The new module is renamed into Human Resources Management and Leadership (Annex 2)	Choose level of compliance:
The core programme, as well as the Management specialization, is light on CSR, ESG and sustainability	LCA College acknowledges and agrees with the EEC's comment regarding the need to further	Choose level of compliance:

<p>content (except for one week in the International Management course). It would be recommended to address this either as a separate course or to emphasize it more in the existing courses.</p>	<p>address and emphasize CSR and ESG content in the MBA program. In response, LCA College has enriched the syllabi of both MBA 503 Strategic Management and MBA 507 International Management courses with a wealth of additional CSR and ESG topics. These enhancements ensure that students gain a more comprehensive understanding of these crucial areas, aligning the curriculum with current industry trends and expectations. These additions strengthen both modules and provide students with the knowledge necessary to navigate the evolving business landscape with a focus on sustainability and ethical practices. (Annex 3).</p>	
<p>The EEC is concerned about the achieved workload for the modular mode. In particular, the idea that a full-time working person could still take full course load and finish on time raises questions on how this would be possible and if indeed the ECTSs represent an accurate measure of the workload for the students. We recommend looking into this by, for example, comparing attendance and exam performance across the two modes. Ultimately, it may be a more compelling alternative to create a half-time path where the 120 ECTS are taken over two years, so that student progression can be better controlled.</p>	<p>LCA College appreciates the EEC's concern regarding the workload for students in the modular mode of the MBA program. LCA College would like to inform the EEC that the accredited MBA conventional program has been successfully running under the modular mode, and students have not encountered any issues regarding workload or completing their studies on time. In fact, LCA College has consistently received positive feedback from graduates who have followed this mode of study, particularly regarding its flexibility and the ability to balance work and academics effectively.</p> <p>It is worth noting that, based on student feedback, Master's programme students found it significantly more challenging to cope with the semester-based structure compared to the modular mode. Nevertheless, the modular mode will have a total duration of 18 months for full completion.</p> <p>LCA College continuously monitors student progress and performance to ensure the workload is manageable, and based on this</p>	<p>Choose level of compliance:</p>

	experience, LCA College believes the current structure is well-suited to the needs of the students (Annex 8).	
There are currently four specializations in the programme, while the regulations specify that a programme can have a maximum of three.	LCA College would like to respectfully inform the External Evaluation Committee that the current structure of the Master's programme includes four specialisation pathways. This structure has already been formally accredited by the Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA) following a previous on-site evaluation by an external committee. As such, LCA College considers this privilege to have a continuation to continue offering the programme with these four specialisations, in accordance with the accreditation granted.	Choose level of compliance:
The EEC wonders whether the thesis takes up too much of the ECTS. A thesis would be expected in a 2-year MSc programme but this is a 1-year MBA programme where practical application and transferable skills should also be prioritized. The research methods course and the thesis together takes up 37.5 ECTS out of the 90 = 42% of the programme. We recommend that it is reduced in size so as to also make space for some of the other content as described above.	LCA College acknowledges the EEC's concern regarding the thesis workload and its impact on the overall ECTS allocation. However, LCA College would like to clarify that, according to DIPAE (the Cyprus Agency of Quality Assurance and Accreditation in Higher Education), the thesis component must account for one-third of the total ECTS in the program. This requirement aligns with the standards for academic rigor and research in our MBA program. While LCA College understands the importance of balancing practical application and transferable skills, the thesis remains a key component in ensuring the program's academic quality and integrity according to CYQAA standards and guidelines. LCA College will continue to monitor the curriculum to ensure a well-rounded and balanced approach to learning.	Choose level of compliance:

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
It is not clear if students are involved in research. In the thesis, they have the option to do a literature review, theory development, business plan or consultancy project. The first two do not specify any practical relevance (which is a problem in an MBA) while the last two do not relate to research. Rather than these options, it should be clear that the students' theses should simultaneously fulfill the requirements of being (1) research-based and (2) practically applicable.	LCA College fully agrees with the EEC's comment that the thesis should be both research-based and practically applicable. In response to this feedback, LCA College has revised the MBA Guide to ensure that all thesis options meet these criteria. Students will now be required to undertake research that is directly linked to practical business applications, either through research-based projects or consultancy work related to their professional experience. This change better aligns the thesis with the MBA program's focus on both academic rigor and real-world relevance. (Annex 4)	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 EEC recognizes that it is financially challenging to facilitate research in the context of a small private college and we do not suggest that this needs to be in top journals (e.g. as described by the AJG 2024). However, especially with the ambition of becoming a university, thinking about further institutionalization of research production would be useful.	LCA College appreciates the EEC's recognition of the challenges associated with facilitating research within a small private institution and acknowledges the importance of further institutionalizing research production, particularly in alignment with our long-term aspiration of becoming a university. In this regard, the LCA College has already developed a Research Policy aimed at encouraging and supporting faculty engagement in research activities. This policy is attached in (Annex 5) .	Choose level of compliance:
On that note, it is not entirely clear what constitutes "sufficient" research activity for the course release, or how research output in general is evaluated institutionally and how it is rewarded (except for being encouraged). It would be a logical next step to categorize research outlets and associate them with a number of points (e.g. one point for the lowest-ranked journals, two for the next level, etc.). This would allow the College to quantitatively assess research faculty research output.	LCA College acknowledges the EEC's recommendation regarding the clarification and evaluation of research activity in relation to course release and institutional recognition. LCA College has established a structured research evaluation framework categorises research outputs based on their quality, impact, and relevance. This framework includes a point-based system to assess faculty research contributions, distinguishing between different tiers of publications (Annex 5) .	Choose level of compliance:
We would encourage faculty members to continue with the research process, attend conferences, and even organize actual research seminars at the College in which faculty would present research papers to others in order to discuss these, a practice	LCA College greatly appreciates the EEC's recommendations on fostering a stronger research culture within the institution. In alignment with these suggestions, the LCA College has already established a research policy, the aim of which is to encourage faculty members to actively engage in research, attend	Choose level of compliance:

that may improve the quality of the research.	academic conferences, and participate in collaborative research initiatives (Annex 5). Once per semester, each department will host an internal research seminar, providing faculty with the opportunity to present and discuss their research findings with colleagues. LCA College has decided to organize a training program on research design and development in the upcoming semester.	
Faculty research activities could be further promoted and integrated into the classroom in a consistent way. We also propose to include topics related to ESG from an accounting and reporting perspective. Especially in that area, it is not obvious whether the necessary know-how is already available in the faculty or how further training will take place.	LCA College acknowledges the EEC's recommendation to further align faculty research activities with the core content of the respective program concentrations. In response, the LCA College has already developed a research policy encouraging faculty members to engage in research within their specific areas of expertise, ensuring that their scholarly work is directly related to the fields covered by the program. Additionally, LCA College recognizes the growing importance of Environmental, Social, and Governance (ESG) topics in accounting and reporting, and has already taken a decision to organise a training program on enhancing faculty expertise in this area.	Choose level of compliance:
Generally, the number of teaching staff seems to be appropriate.	LCA College would like to thank the EEC for the positive comment regarding the number of teaching staff. LCA College is pleased that the staffing levels are considered appropriate and will continue to ensure that the faculty members are well-equipped to provide high-quality education to students. LCA College appreciates the recognition of this aspect of the program.	Choose level of compliance:

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
No recommendations	LCA College would like to express its sincere thanks to the EEC for their positive comments regarding the student admissions regulations, policies, and processes. LCA College is pleased to know that its efforts to ensure transparency and monitor student progression have been recognized. LCA College remains committed to providing students with valuable practical knowledge and experiences throughout their studies. Additionally, LCA College takes great pride in issuing certificates that clearly acknowledge the knowledge and skills the students have gained. The feedback is much appreciated, and LCA College will continue to uphold these standards.	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
More engaging and innovative tools could be included to further support students' development.	<p>LCA College fully acknowledges the EEC's recommendation to incorporate more engaging and innovative tools to further enhance students' learning experience. LCA College wishes to clarify that a wide variety of interactive digital learning environment such as Microsoft 365 and Moodle are in place. LCA College systematically implements flipped classroom methodologies, allowing students to engage with course material before class so that they can apply their knowledge through interactive activities during teaching sessions.</p> <p>A range of teaching methods is employed, including group work, role-playing exercises, case studies, brainstorming sessions, discussion forums, and the avalanche technique. These approaches are designed to foster critical thinking, problem-solving, and teamwork.</p> <p>Through these innovative and student-centered strategies, LCA College ensures a dynamic learning environment that enhances and enriches the development of both academic and professional skills.</p>	Choose level of compliance:
Pedagogical support for teachers and students needs to be established within the college or outsourced.	LCA College fully acknowledges the importance of pedagogical support for both faculty and students to enhance the overall quality of teaching and learning. In this regard,	Choose level of compliance:

	<p>LCA College is providing continuous training and development for existing and new faculty through the Pedagogical Support Unit, which offers structured guidance on effective teaching methodologies, student engagement strategies, and assessment practices.</p> <p>During Students' Induction Week, LCA College ensures a comprehensive orientation that introduces the key tools and resources necessary to support students throughout their chosen academic programme. Particular emphasis is placed on familiarizing students with the electronic library platforms, which are essential for active academic engagement and research during their studies.</p> <p>All registered students receive detailed guidance on how to access and effectively use various electronic libraries and academic tools. These resources are crucial for supporting independent learning and enhancing the overall study experience.</p> <p>In parallel, faculty members participate in regular training seminars aimed at continuous professional development. These sessions focus on areas such as contemporary pedagogical strategies, quality in education, innovative teaching methodologies, and e-learning practices. Through this systematic approach, LCA College promotes academic excellence and ensures that both students and faculty are equipped with the skills and knowledge needed for success in a modern educational environment.</p> <p>Additionally, LCA College collaborates with external experts and industry professionals to deliver specialized training sessions, ensuring that faculty members remain up to date with innovative teaching approaches, digital tools,</p>	
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	and best practices in higher education (Annex 7).	
Mentors for teachers and students could provide additional support and increase engagement.	<p>LCA College recognizes the value of mentorship in fostering a supportive and engaging academic environment. To ensure that new lecturers integrate smoothly into the College's teaching philosophy and institutional practices, each new faculty member is assigned to a mentor—an experienced faculty member who provides guidance, support, and constructive feedback (induction to LCA College philosophy and practices) (Annex 6)</p> <p>LCA College assigns a faculty member as an advisor to each student registered in a course. The advisor's role is to provide guidance and support, assisting the student with any issues and/or challenges that arise during their studies</p>	Choose level of compliance:
The college needs to develop a clear idea on the audience it wants to attract and how to deal with their needs and prior experiences.	<p>LCA College acknowledges the importance of clearly defining its target audience and tailoring its educational approach to meet the diverse needs of its students. Being a student centered institution, LCA College has already provided in the Internal Quality Assurance process the mechanism of collecting information and adapting the learning process to cater for the diverse learning needs and learning styles of the students.</p>	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
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C.

D. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
ANDREAS KIRLAPPOS	Director of Academic Affairs	
ANGELOS VOULDIS	Head of the Department	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	
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Click to enter Name	Click to enter Position	

Date: 14/04/2025

