

Higher Education Institution: **College of Business Studies Cyprus**

Town: **Nicosia**

Program of study:

Διοίκηση Επιχειρήσεων (1 έτος ή 1.5 έτη, 90 ECTS, Μεταπτυχιακό)
Business Administration (1 year or 1.5 years, 90 ECTS, Master)

Language(s) of instruction: **English and Greek**

Program's status: **Currently Operating**

Dear Members of the Council of the Cyprus Agency of Quality Assurance and Accreditation in higher education (CYQAA),

Thank you for your continued review and evaluation of our MBA program.

Below you will find our detailed responses to each of the requests made by the Council of CYQAA. We have addressed each point individually to ensure clarity and transparency, and we remain at your disposal for any further information or clarification needed.

1. Council of CYQAA Requests:

Send the list of all academic staff members, both full and part time, who teach in all the programmes of the institution, with their total workload in each programme (how many periods they teach in each programme), together with their workload in other institutions that they may teach (in each institution how many periods), as well as the administrative load of each (duties and hours).

CBS Response:

We thank the Committee for this useful recommendation regarding the registration of teaching load for faculty members, both within and outside the institution.

We previously addressed this request in our response to the External Evaluation Committee's comment under Section 3.2 (Areas of Improvement and Recommendations), through the submission of Annex 3, which included an updated Table 4 from the Application for Evaluation–Accreditation of the Program of Study.

However, we acknowledge that the initial version of this table did not include details on the administrative duties and associated workload in hours. To fully address your comment, we have now further updated Table 4 in Annex 1 to incorporate this missing information.

For full-time faculty members, our institutional policy aims to distribute their weekly workload evenly among teaching, research, and administrative duties, ensuring a balanced and sustainable academic environment.

2. Council of CYQAA Requests:

Proceed with the mapping of the aims and the content for all courses in the programme. It is necessary to present a detailed table (mapping) showing how the learning objectives relate to the content of the courses.

CBS Response:

We acknowledge the Council's request to provide a comprehensive mapping of the aims and content for all courses in the program, specifically illustrating how the learning objectives relate to the course content.

This request was previously addressed in our response to the External Evaluation Committee's comment under Section 1.1 (Areas of Improvement and Recommendations), through the submission of Annex 1, which presented an overview of the program's learning outcome structure and its alignment with course-level aims.

To further ensure transparency and clarity for both the accreditation process and our students, all course descriptors include detailed mappings:

- Between Course Content and Course Intended Learning Outcomes (CILOs),
- Between each course's CILOs and the Program Intended Learning Outcomes (PILOs).

This structure is presented in Annex 2, which outlines how course design flows from content to CILOs, to PILOs, and ultimately aligns with the CBS vision, mission, and main objectives.

Additionally, as a concrete illustration, we have included in Annex 3 an example of a course descriptor (already part of the original application) that demonstrates this mapping in practice.

3. Council of CYQAA Requests:

Enrich the library with specialized books and access to academic journals in the field of business administration. Acquiring new books, journals, and digital resources will support the educational and research process, providing students and academics with access to information and the latest updates in the field.

CBS Response:

We acknowledge and fully support the Council's recommendation to enrich the library with specialized books and access to academic journals in the field of Business Administration. Ensuring comprehensive and up-to-date academic resources for both students and faculty is a priority for CBS. Due to financial constraints, maintaining a large and comprehensive academic library in-house is not currently sustainable.

This matter was previously addressed in our response to the External Evaluation Committee's comment under Section 5.1 (Areas of Improvement and Recommendations). To meet this requirement effectively, CBS has established a formal agreement with the Library of the University of Cyprus (UCY), providing our students and faculty members with substantial access to one of the country's most comprehensive academic libraries.

Through this agreement, all CBS students and faculty are issued a UCY Library Card and registered as external members. This membership grants access to the following services:

- Borrowing of library books (310,000 print book titles and 5,900 print journals)
- Access to the Library's electronic databases within the Library premises (800,000 e-books, 31,000 e-journals and 197 Databases)
- Use of the Library's computers
- Use of the photocopying facilities
- Reservation of Group Study Rooms
- Use of personal locker facilities

This initiative ensures that our academic community benefits from a robust and current collection of print and digital resources essential for study and research in Business Administration and related disciplines.

Beginning with the current semester, all CBS students have been registered as external members of the UCY Library, with CBS covering the full cost of the library card and membership fees. This process will be repeated at the beginning of each semester for all newly enrolled students. Annex 4 includes both the invoice and the corresponding receipt for the current semester's registrations. For verification or further information regarding the agreement, the Council of CYQAA may contact the UCY Library Officer directly:

Ms. Stavroulla Pitta
pitta.stavroulla@ucy.ac.cy
22892167-22892020

Furthermore, as stated in the original application, the CBS in-house library is located on the second floor of the College and has an area of approximately 65 square meters. It includes a reading room with 20 seats, 8 personal computers, 2 photocopier machines, and 2 scanners available to students. Its collection includes approximately 2,500 books and journals,

covering a wide range of academic and reference materials (including dictionaries, encyclopedias, and other resources in print, electronic, and audio-acoustic formats).

In addition, CBS provides access to the ProQuest LibCentral and ProQuest Ebook Central platforms. Through this multidisciplinary electronic library, students can access over 21,000 academic e-books covering key topics such as marketing, leadership, economics, and finance. The platform also includes a specialized collection in Accounting, Taxation, and Banking, offering access to more than 500 global academic research journals featuring contemporary research articles and scientific publications in these fields.

Finally, we have already requested pricing for books listed in all course descriptors that are not currently available in our library collection. Upon approval of the program, we will proceed with their purchase and ensure they are made available—alongside existing resources—for student use.

We believe that this combination of external partnerships and internal resources effectively addresses the Council's recommendation and provides our academic community with rich, diverse, and high-quality learning and research materials.

4. Council of CYQAA Requests:

Proceed with the enrichment of the teaching and learning resources.

CBS Response:

We appreciate the Council's recommendation to proceed with the enrichment of the teaching and learning resources, and we consider this an essential aspect of delivering a high-quality educational experience to our students.

The most significant enhancement to our teaching and learning environment is the formal agreement with the University of Cyprus Library, as described in Response to Council Request 3. This partnership provides our students and faculty with extensive access to both physical and digital academic resources—books, journals, and databases—ensuring a strong foundation for academic study and research.

In addition to this major development, CBS has taken the following steps to further enrich the educational resources available to students and faculty:

i. Provision of Course Materials

All support materials for lectures, including electronic files used during class and any distributed lecture notes, are uploaded to the College's intranet system prior to the start of classes. This ensures that students have timely access to instructional content and can engage with the material before and during the teaching period.

ii. Orientation Day

Our Orientation Day plays a critical role in preparing students for academic success. It serves as a valuable opportunity for new students to meet their peers, become familiar with the College's digital platforms, and receive all essential information and resources to begin their studies with clarity and confidence.

iii. In-House Seminar Series

We have recently launched an in-house seminar series aimed at engaging students, alumni, and faculty in ongoing learning, discussion, and intellectual development beyond the classroom. These seminars promote a culture of academic curiosity and lifelong learning, while also enhancing networking and interdisciplinary dialogue within the CBS community. The first two seminars were:

- “Αποκωδικοποιώντας την Τεχνητή Νοημοσύνη (Α.Ι.): Από τις Έξυπνες Μηχανές στο ChatGPT και το Μέλλον!”
- “Θαλής ο Μιλήσιος: Από μέγιστος φιλόσοφος, ο πιο επιτυχημένος businessman της αρχαιότητας”

These events sparked enthusiastic participation and discussion, and we are committed to expanding this series with topics relevant to current trends, research, and professional development.

Through these initiatives, we aim to create a learning environment that is dynamic, well-supported, and aligned with both academic and professional expectations. We are confident that the steps taken thus far demonstrate a strong commitment to enriching the teaching and learning resources available at CBS.

Sincerely,
Kyriakos Petrou
MBA Director