



Doc. 300.1.2

Higher Education Institution's Response

Date: Date.

- **Higher Education Institution:**
AMERICAN UNIVERSITY OF CYPRUS-AUCY
- **Town:** LARNACA
- **Programme of study
Name (Duration, ECTS, Cycle)**

BUSINESS ADMINISTRATION – MANAGEMENT
CONCENTRATION

In Greek:

Διοίκηση Επιχειρήσεων - Διοίκηση

In English:

BUSINESS ADMINISTRATION - MANAGEMENT

- **Language(s) of instruction:** ENGLISH
- **Programme's status:** New



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 2019” [N. 136 (I)/2015 to N. 35(I)/2019].

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) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
 - *the findings, strengths, areas of improvement and recommendations of the EEC*
 - *the deficiencies noted under the quality indicators (criteria)*
 - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc. 300.1.1).*
- *In case of annexes, those should be attached and sent on a separate document.*

1. Study programme and study programme's design and development

(ESG 1.1, 1.2, 1.8, 1.9)

This standard has met all the requirements of the CYQAA through the External Committee's review.

However, based on the Committee's recommendations, AUCY will address these recommendations in more detail under **3. Teaching Staff** i.e. "The teaching staff of the program can be increased numerically. Collaborations will help to gain both teaching experience and research quality, while at the same time, visiting staff from other institutions can improve the level of experience for the students.".....

"There are some cases where the staff are overload in teaching with 7 or even 10 modules (in certain cases with modules in different areas. This proves that when the Department is ready to provide the program of Business Administration – Management Concentration it is necessary to employ a higher number of teaching staff."

"Further, the committee encourages the department to invite academics from leading institutions in Europe and U.S. in order to share their experience and deliver their knowledge to students. Professionals as well should be invited to host visiting lectures in addition to the Erasmus plus mobility program."

2. Teaching, learning and student assessment

(ESG 1.3)

The Department of Management and Marketing - Management Concentration through the Faculty of Business Administration and Economics, will involve the students and faculty in exchanges with the University of Massachusetts – Dartmouth, and through other European Erasmus institutions. This will enable the university to increase its visibility and internationalization. AUCY will become a member of the ASECU youth so that students and faculty will be exposed to more research projects and conferences.

In terms of the practical training of students, the EEC recommended that students are given at least the option of choosing an internship. We are seriously considering it and we will add it in the students' last year before graduation. It will be a required course. It will be a model where a student, depending on their major, will spend one month in a given organization, where a faculty member from AUCY and a representative from the organization, will co-supervise the student and offer their assessment at the end of the one-month internship. The student will be required to write an essay based on his/her duties and responsibilities and his/her impressions and learning experience in the organization. This assignment will receive a Pass or Fail grade and it be the final requirement before graduation.

This model will also strengthen the relationship between AUCY and the community at large, since the organizations the students will intern with, could easily be potential employers of AUCY's graduates.

3. Teaching Staff (ESG 1.5)




Taking into consideration the EEC's comments and recommendations for more equitable distribution for teaching courses within the sphere of each instructor, the following table shows each faculty member, with their CVs and the courses they are assigned to teach.






Furthermore, and based on the EEC's recommendations, we have recruited more PhD holders (either Part-Time or Visiting) with publications and an active research agenda and with a research potential.


Please note that not all courses will be taught in one semester. The maximum course load for each faculty member is 3 courses per semester and whenever faculty members are involved in research, a reduced teaching load will be in effect, at the discretion of the Head of the Department and the Dean.


All faculty, whether, full time, part time or visiting will be involved in supervising the Senior Project (MGT 490)

FULL-TIME FACULTY (All are PhD holders)

<p>Marios I. Katsioloudes</p>  <p>MK's CV 2020.doc</p>	<p>MGT 325 MGT 326 MGT 435 MGT 440 MGT 480 MGT 490</p>	<p>International Business Globalization Management of Innovation and Technology Management of Change Strategic Management and Policy Senior Project in Business</p>
<p>Andrie G. Michaelides</p>  <p>ANDRIE MICHAELIDES (CV).p</p>	<p>MGT 102 BUS-E 202 MGT 330 MGT 365 MGT 370 HRM 375 MGT 490</p>	<p>Introduction to Management Business Ethics and CSR Organizational Behavior Leadership and Motivation Knowledge Management Human Resources Management Senior Project in Business</p>
<p> CV_Romana Novakovic_July 2020 Romana Novakovic</p>	<p>MAT 101 MAT 102 MAT 202 MGT 360 MIS 400 MGT 430 MGT 490</p>	<p>Finite Math with Applied Calculus Business Statistics 1 Business Statistics 2 Business Research Quantitative Methods and Techniques Analytical Decision Making Senior Project in Business</p>


 CV Janell Komodromou Feb 21 Janell Komodromou	MGT 102 MGT 330 MGT 480 MGT 490	Introduction to Management Organizational Behavior Strategic Management and Policy Senior Project in Business
Cynthia Jabbour Sfeir  CV Cynthia Jabbour Sfeir.docx	ACC 101 ACC 102 ACC 201 ACC 320 Mgt 455 MGT 490	Accounting 1 Accounting 2 Managerial Accounting Performance Management Supply Chain Management Senior Project in Business
 CV - Ioanna Pelagia (AUCY).pdf Ioanna Pelagia	MAT 101 MAT 102 MAT 202 MGT 360 MGT 420 MGT 490	Finite Math with Applied Calculus Business Statistics 1 Business Statistics 2 Business Research Operations Management Senior Project in Business
 Curriculum Vitae_ELEFThERIA A` Eleftheria Atta	ENG 101 ENG 201 ENG-BC 201 ENG-BC 202 MGT 490	English Composition Writing Academic Writing Skills Business Communication Skills 1 Business Communication Skills 2 Senior Project in Business
 CV Jad Saade (July 2019) AUL (1).pdf Jad Saade	MGT 490	Can teach in the area of management, especially HR courses and also deliver seminars for faculty and students on training and development issues. Can pursue collaborative research with both faculty and students. Senior Project in Business


 Nakhle Samer resume (1).pdf Samer Francois Nakhle	MGT 490	Will be teaching in the areas of HR and assisting/mentoring faculty on collaborative research. He will be instrumental in building a research network with Lebanese, French and Swiss Universities. He can also teach the Corporate Governance course. Senior Project in Business
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 Marc Zabbal CV[4] (1).docx Marc A. Zabbal	MGT 490	Will be teaching the social sciences courses (Psychology; Sociology and Corporate Governance). Senior Project in Business
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PART TIME FACULTY (Two are PhD holders whereas the other four are

Masters' holders who are professionally qualified to teach in their respective areas of expertise)


 LARA M. SABBOURI CV.pdf Lara M. Sabbouri	MGT 490	Will be teaching in the areas of finance and banking based on the needs of the department. She will be also involved in collaborative research with other full and/or part time faculty. Senior Project in Business
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 Marlene Sabeh_Resume.docx Marlene Sabeh	MGT 490	Professionally qualified to teach English language courses as well as certain courses in Human Resources Management, depending on the needs of the department. She will be also involved in collaborative research. Senior Project in Business
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 Curriculum Vitae_Costas Photio		Will be teaching in the area of Human Resources Management, depending on the needs of the department. He is also professionally qualified to teach courses within the area of banking.
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Costas Photiou	MGT 490	He will be also involved in collaborative research. Senior Project in Business
 MARIOS VOURGOS (CV).pdf Marios Vourgos	MGT 490	The following courses will be offered as electives based on the EEC's recommendation: Energy Economic; Banking; Artificial Intelligence and Finance; and Block chain-Bitcoin-Cryptocurrency. Overall as a PhD candidate and a professional in the areas of finance and banking he can teach the aforementioned courses as well in general areas of banking, economics and finance. He will be also involved in collaborative research. Senior Project in Business
 CV Leonidas Alexandrou July 202 Leonidas Alexandrou	MGT 490	Professionally qualified to teach in the areas of finance and marketing. Very eager to pursue a doctoral degree. Senior Project in Business
 CHRISTOS A. KARAS C.V..pdf Christos Karas	MGT 490	Professionally qualified to teach in the areas of business law and participate in collaborative research. Senior Project in Business

VISITING FACULTY (All are PhD holders with extensive publication records and active research agendas)

 Costas Zopounides.doc Costas Zopounides		A well-known academic and researcher with a long list of publications in operations management, finance, management, etc. Well connected with other academic institutions in Europe, i.e. Greece, France, Switzerland, the UK, etc. Will be instrumental in mentoring and coaching AUCY's faculty in terms of collaborative research and co-authorships. Will also assist in developing masters' and PhD programs in the future. Short to long term visiting engagements with AUCY.
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	MGT 490	Senior Project in Business
 Fabienne Saade Cv English (1).pdf Fabienne Saade	MGT 490	She can assist in the teachings of some accounting and finance courses, as needed. Could contribute to collaborative research and could be visiting on either short or long term time frames. Senior Project in Business
 CV Dr .Despo Ktoridou 2020 (2) (3) Despo Ktoridou	MGT 490	She can teach in the areas of operations and management science as needed. Can definitely assist in the creation of new programs especially in the areas of decision sciences, MIS and IT. Well published with an active research agenda she can contribute to AUCY's efforts for collaborative research. Senior Project in Business
 JOSEPH ANTOINE AL ASMAR CV (1).pdf Joseph Antoine	MGT 490	Academically qualified to teach in the areas of Operations management and Statistics. Short to long term visiting engagements to assist in collaborative research. Senior Project in Business
 Elizabeth Kassab Sfeir 2020.pdf Elisabeth Kassab	MGT 490	She can teach in the areas of entrepreneurship, innovation and management whenever needed. She can collaborate with AUCY faculty on research projects, bringing to the table the Australian perspective. Short to long term visiting engagements could be arranged. Senior Project in Business



4. Students

(ESG 1.4, 1.6, 1.7)

This standard has been in compliance with QYQAA and EEC's requirements.

AUCY will ensure that the students' admission standards are sustained in high levels, and will strive to attract high quality students so that quality is not sacrificed over quantity.

5. Resources

(ESG 1.6)

This standard has met all the requirements of the CYQAA and the committee's review. However, the EEC made the following observation/recommendation: *"There will be many challenges in the future so continuous changes and improvement should take place. A University with larger number of students will require more space and facilities."*

A well-received and taken point in which AUCY will ensure that additional space and facilities will be added when the student numbers increase. The architectural design and layout of the current premises allow for expansion and growth in classroom and office space and in other facilities, i.e. offices, student activities rooms, parking, etc.



6. Additional for distance learning programmes (ALL ESG)

Our objective is to start with the conventional method of teaching, however, AUCY is prepared to launch, if needed, distance learning programs with the online platform in place, i.e. Blackboard. Most of our faculty are already trained and prepared in delivering online courses.



7. Additional for doctoral programmes (ALL ESG)

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In the first 2-3 years of operation, AUCY does not intend to establish a PhD program within the Faculty of Business Administration and Economics, however, our strategy at this point and in being proactive, we will be recruiting faculty with Doctoral degrees, with a well-established research record and/or research potential. This will enable us to have the academic staff in place to supervise graduate students and their dissertations.



8. Additional for joint programmes *(ALL ESG)*

Joint programs within the Faculty of Business Administration and Economics and more specifically within the Department of Management and Marketing with the Management Concentration will be pursued once the MOU with the University of Massachusetts-Dartmouth is finalized.

We envision that this collaboration will also assist the AUCY's Faculty of Business Administration and Economics to pursue the AACSB accreditation, since the Charlton College of Business of the University of Massachusetts-Dartmouth is AACSB accredited.

Further joint programs, i.e. in the hospitality and tourism areas, could be pursued with institutions in the US and/or Switzerland.

The program in Real Estate, once established and approved will lead to a collaboration with the professional real estate bodies in Cyprus.

B. Conclusions and final remarks

- As per the EEC's recommendation regarding the practical experience of our students, we will address it by introducing a required internship during the last semester, before graduation. Students based on their major of study will be placed in an organization for one month. This will require co-supervision from the university and the organization, where the student is expected to write a report at the end of the internship commenting on his/her experience, learning and overall impression. It will be a one credit course, with Pass or Fail grade.
- We have merged Business Ethics with CSR which is a logical recommendation by the EEC. So the new course will be titled: Business Ethics and Corporate Social Responsibility
- *"The EEC feel that some additions improvement can take place in order to improve the module outline. Specifically, we recommend introducing a module in Corporate Governance. The modules aim would be to introduce the student to recent developments in the theory and practice of corporate governance. It should adopt an international perspective by comparing the main corporate governance systems across the world. Through this module the students should be able to describe the difference in corporate control and managerial power across the world; assess the potential conflicts of interests that may arise in various corporate governance environments; critically evaluate the effectiveness of the main corporate governance mechanisms and their impact in firm value; explain the potential consequences of weak corporate governance as well as behavioral biases on corporate decision making and firm value; analyses the development of corporate social responsibility".*

We have taken EEC's aforementioned recommendation seriously, and after merging Sociology with Psychology (new course: Social Sciences) and creating a space for another course, we are introducing **Corporate Governance** as a required course which will satisfy EEC's recommendations.

- After EEC's recommendation, we are introducing four more elective courses in addition to the already existing ones, those of:
 1. Banking
 2. Energy Economics
 3. Block chain-Bitcoin-Cryptocurrency, and
 4. Artificial Intelligence in Economics and Finance

In terms of the faculty, we have a total of twenty-one (21), ready to engage in teaching and research. We have recruited ten (10) full time faculty (all PhD holders); six (6) part time faculty (two (2) with PhD degrees and four (4) with Masters') and five (5) Visiting faculty (all PhD holders). Their selection was made based on terminal degrees, academic and professional experience, research record/research potential and their international exposure and network.



C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Dr. Mark-Antoine Zabbal	Rector	
MARIOS I. KATSILOUDES	DEAN FACULTY OF BUSINESS ADMINISTRATION AND ECONOMICS	
Click to enter Name	Click to enter Position	
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