



Institution's reply to the Agency of Quality Assurance and Accreditation in Higher Education for the report made by the External Evaluation Committee concerning the programme of study "Accounting & Finance", (renamed as Accounting) 3 years / 180 ECTS, Higher Diploma, plus an optional foundation year.

June 5th 2018

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The Administration of Ctl Eurocollege would like to express its gratitude to the Agency of Quality Assurance and Accreditation in Higher Education as well as to the External Evaluation Committee for the positive and constructive comments made in the external evaluation report regarding the programme of study **“Accounting & Finance” (renamed as Accounting), 3 years / 180 ECTS, Higher Diploma, plus an optional foundation year.** The Internal Quality Assurance Committee of the Institution taking into account the comments and suggestions of the External Evaluation Committee has taken the necessary measures and actions which are outlined in the following pages.

FINDINGS

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

- **Organization of Teaching Work**
- **Teaching**
- **Teaching personnel**

Comment of the Committee

The number of teaching staff is adequate, although more full-time teaching staff with a Ph.D. qualification should be appointed at a level senior to the position of lecturer.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. Dr. Andreas Constantinou holder of PhD in Business Administration, PhD in Economics, MBA in Finance and BA in Economics has been included in the Faculty staff of the programme. Dr. Constantinou is ranked according to his qualifications and teaching experience as a Senior Lecturer. Dr. Elena Malkawi, the programme coordinator, is also ranked as a Senior Lecturer according to her qualifications and teaching experience.

Please also note that this programme is a Higher Diploma with a strong professional orientation and aims at preparing students for the ACCA and ICAWE external certifications. Therefore 3 members of the Faculty staff are Chartered Certified Accountants, which is considered a high qualification in the Accounting field.

Mrs. Maria Petrou, a Chartered Certified Accountant, holder of Master in Business Administration and BSc in Applied Accounting has been appointed as a full-time member of staff. This increases the number of full-time staff to 7 and decreases the number of part-time staff to 5. Please refer to **Annex A Revised Teaching Personnel and Annex K Pre-agreement**.

Additionally please note that the College has set a strategy to appoint new teaching staff with a PhD qualification. Recently 2 new members in the Computing Field have been appointed, who are holders of Phds in Quantum Computing and Applied Mathematics and in Computer Engineering and Informatics.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

- **Purpose and Objectives and learning outcomes of the Program of Study**
- **Structure and Content of the Program of studies**
- **Quality Assurance of the Program of studies**
- **Management of the Program of Study**
- **International Dimension of the Program of Study**
- **Connection with the labor market and the society**

Comment of the Committee

There is no clear international dimension to the program at this stage.

Reply from the Institution

The comment has been noted and we would like to emphasize that this is a new programme of study. Students of this programme will have the same opportunities as all other students of the other programmes of study.

We would like to point out that Ctl Eurocollege is an Erasmus+ Chartered Institute (ECHE), which offers exchange opportunities to Staff, Students and Programmes of Study. Students in the Computing field are taking an internship in Spain in July. In addition, other Students will travel to Spain in October where they will complete one semester at a university as part of their studies. Staff mobility is also scheduled with Mr. George Antoniadis, member of the faculty, who is visiting Spain in the middle of October to teach Entrepreneurship/Innovation and Hospitality Management course sessions in UCAM (Catholic University of Murcia). Visiting Professors from the same University are expected to teach in our College as part of the same Staff mobility programme. Please refer to **Annex I Erasmus+ Charter**.

The College agreed to cooperate in the exchange of students and/or staff in the context of the Erasmus+ programme with the following Institutions:

1. Universidad Catolica San Antonio de Murcia in Spain
2. Universum College Kosovo
3. Tbilisi State Academy of Art in Georgia.

Please refer to **Annex E Agreements with other Institutions**.

Please also note that Ctl Eurocollege has links with Universities in the United States, Great Britain, Russia, Belgium Switzerland and other European countries, thus providing excellent transfer opportunities to its Students.

Over the years Ctl Eurocollege has maintained links with the following Universities, which accept or have accepted Ctl Students as transfer Students.

- University of Westminster – England
- South Bank University – England
- United Business Institute – Belgium
- University of Glamorgan – Wales
- Staffordshire University – England
- Bishop's University – Canada
- New Haven University, – New York
- Richmond , American International University – England
- British American College London – England
- North London University – England
- Northumbria University – England
- Wales University – Wales
- Caledonia Glasgow University – Scotland
- Hotel Institute Montreux, Switzerland
- Essex University – England
- Sussex University – England
- Loughborough University – England
- University of East Anglia – England

- Dublin City University – Ireland
- European Business School – England
- European University – Belgium
- Russian Academy of Entrepreneurship, Russia
- Coastal Carolina University – USA
- Sheffield University – England

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- Research Teaching Synergies

Comment of the Committee

The College is a teaching oriented institution, and research does not seem to play an important role in the teaching.

Reply from the Institution

The comment has been noted and we would like to mention that this programme is a Higher Diploma with a strong professional orientation and aims in preparing students for the ACCA and ICAB external certifications.

In addition, we would like to mention that the College has established a Research and Development Department. The department includes: the Research & Development Committee, the Head of Research and Development and the Research & Development Office as shown in the organisational chart. Please refer to **Annex F Organisational Chart**.

As per our Internal Procedures handbook:

Research and Development Committee - Adm_InP_09

The Committee aims to support the College in research. Its strategic role is to shape research policy and activities in the College. The Committee and its members have the responsibility of promoting research in the academic community and industry.

Functions of the Committee:

1. Evaluates research and provides recommendations to the Board of Governors.
2. Assists the Board of Governors in decision making related to research.
3. Reviews and reports to the Board of Governors about long term strategic research goals and the progress and direction of College research Programmes.
4. Advises the Board of Governors on scientific and technological research matters.
5. Endeavors to identify and discuss significant emerging science and technology issues and trends.
6. Recommends approaches for acquiring and maintaining advantageous research.
7. Regularly reviews the research Programmes of the College.
8. Reviews the budgetary requirements and resource allocation for research.

The objectives of the Committee:

1. To encourage faculty and students to get actively involved in research projects.
2. To provide adequate and sufficient facilities and equipment to support the research component of the programme of study.
3. To evaluate the research performance of the academic personnel, students and partners.
4. To promote excellence in research in the College and the community.

Research Office - Adm_InP_10

The Research Office aims to conduct academic research. The Office is comprised of the Head of Research and faculty members with a recognized background in research and extensive academic experience. The College provides the infrastructure to support the researchers, faculty and students.

Functions of the Research Office:

1. Designs and supports teams of researchers in conducting research
2. Supports the research activities and coordinates all research
3. Prepares and submits research proposals to National and European funding Programmes
4. Applies new research findings to Programmes of study
5. Engages faculty, personnel and students in research activities and projects
6. Publishes the research findings in international journals with peer-reviewing systems, international conferences, conference minutes and other publications

Further to this, also please note that the College, based on needs, has recently appointed 2 new members in the Computing Field, who are holders of Phds in Quantum Computing and Applied Mathematics and in Computer Engineering and Informatics with the following publications and participation in conferences:

1. Pavlos Evangelides (member of the Faculty)
- P. Evangelides, M.Talias : Paths of zeros of analytic functions of finite quantum systems using various types of matrices, RRJPAP, Vol.5, 2332-0761-1000265 (2017)
 - H.Essa, P. Evangelides, C. Lei and A. Vourdas : Analytic representation with theta function describing finite quantum systems, International Conference of Integrable Systems and Quantum symmetries (2016)
 - P. Evangelides, C. Lei and A. Vourdas: Analytic representation of quantum systems on $Z(d)$ and on S with Theta functions, J.Math. Phys. 56,072108, (2015)
 - H.Essa, P. Evangelides, C. Lei and A. Vourdas : Paths of zeros of analytic functions describing finite quantum system, Phys. Lett A. 548,553 (2015)
 - P. Evangelides, C. D. Charalambous and A. Kyprianou : Formulation of the capacity of quantum erasure channel, IEEE Transactions on Information Theory (under review)
 - P. Evangelides: Analytic representations of coherent states in finite quantum systems when d belongs to Z .

Participation in conferences/seminars:

- EUC colloquium on mathematics, computer science and engineering, European University, Cyprus 2/16
- QITG, University of Sheffield, 6/14
- Presented work at the postgraduate research day, University of Aegean

2. Elena Kakoulli (member of the Faculty)

- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Silica-Embedded Silicon Nanophotonic On-Chip Networks. Accepted to appear in the IEEE Transactions on Computer-Aided Design of Integrated Circuits and Systems (TCAD), 2016.
- V. Soteriou, T. Theocharides and E. Kakoulli. A Holistic Approach Towards Intelligent Hotspot Prevention in Network-on-Chip-Based Multicores. In the IEEE Transactions on Computers, Vol.65, No.3, pp.819-833, May 2015.
- E. Kakoulli, V. Soteriou and T. Theocharides. Intelligent Hotspot Prediction for Network-on-Chip-Based Multicore Systems. In the IEEE Transactions on Computer-Aided Design of Integrated Circuits and Systems (TCAD), Vol.31, No.3, pp.418-431, March 2012.

Publications in Refereed Conference Proceedings

- E. Kakoulli and H. Herodotou. OctopusFS: A Distributed File System with Tiered Storage Management. ACM SIGMOD International Conference on Management of Data, Chicago, IL, USA, 2017.
- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Design of High-Performance, Power-Efficient Optical NoCs Using Silica-Embedded Silicon Nanophotonics. IEEE (33rd) International Conference on Computer Design (ICCD), 2015.
- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Designing High-Performance, Power-Efficient NoCs With Embedded Silicon-in-Silica Nanophotonics. ACM/IEEE International Symposium on Networks-on-Chip (NOCs), 2015.
- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Towards High-Performance and Power-Efficient Optical NoCs Using Silicon-in-Silica Photonic Components. In Proceedings of the 9th HiPEAC Interconnection Network Architecture: On-Chip, Multi-Chip Workshop (INA-OCMC), Amsterdam, The Netherlands, January 2015.
- E. Kakoulli, V. Soteriou and T. Theocharides. HPRA: A Pro-Active HotspotPreventive High-Performance Routing Algorithm for Networks-on-Chips. In Proceedings of the 30th International Conference on Computer Design, pp. 249 - 255, Montreal, Canada, October 2012.
- E. Kakoulli, V. Soteriou and T. Theocharides. An artificial neural network-based hotspot prediction mechanism for NoCs. In Proceedings of the 9th IEEE Computer Society Annual Symposium on VLSI Design (ISVLSI), pp. 339–344, July 2010.

Book Chapters

• E. Kakoulli, V. Soteriou and T. Theocharides. Book Chapter: Intelligent NoC Hotspot Prediction. In VLSI 2010 Annual Symposium: Selected Papers, edited by N. Voros, A. Mukherjee, N. Sklavos, K. Masselos, M. Huebner, Springer, 1 Jan. 2011.

Additionally, we would like to mention that:

The Head of the Research and Development of the College Mr. George Afxentiou is a Doctorate Candidate in Business Administration. He submitted his thesis and he is currently in the process of “viva voce” at the University of Gloucestershire.

He published the following papers and abstracts:

1. Title: Web Software for Business and Communication in Disadvantaged Communities of Cyprus
Journal: The International Journal of Technology, Knowledge and Society, January 2013
Conference: 9th Annual International Conference on Technology, knowledge and Society, Vancouver, CANADA
Accepted for Presentation and Publication at the 9th Annual ISI Conference Proceedings of the International Conference on Technology, Knowledge and Society 2013
ISBN: 1832-3669
2. Title: Action and case research – The Effect of Structural Design on Export Strategy in the Wine Industry
Journal: EuroMed Academy of Business, October 2012
Conference: 5th Annual EuroMed Conference, Glion-Montreux, Switzerland, EUROPE
Accepted for Presentation and Publication at the 5th Annual ISI Conference Proceedings of the EuroMed Academy of Business 2012
ISBN: 978-9963-711-07-9
3. Title: Methodology and Methods - The Effect of Structural Design on Export Strategy in the Wine Industry
Journal: Consumer Behaviour Erasmus Network, June 2012
Conference: Annual Conference, Nicosia, Cyprus, EUROPE
Accepted for Presentation and Publication at the Annual ISI Conference Proceedings of the COBEREN Conference 2012
ISBN: 978-9963-7494-0-9
4. Title: The Realization of the Impact of Structural Design on Exports
Journal: EuroMed Academy of Business, October 2011
Conference: 4th Annual EuroMed Conference, Crete, Greece, EUROPE
Accepted for Presentation and Publication at the 4th Annual ISI Conference Proceedings of the EuroMed Academy of Business 2011
ISBN: 978-9963-711-01-7

He participated in the following conferences sponsored by the College:

- | | | |
|-------------------------------|------------------|------------|
| 1. ENRESSH. COST ACTION 15137 | Lisbon, PORTUGAL | March 2018 |
|-------------------------------|------------------|------------|

European Network for Research Evaluation in the Social Sciences and the Humanities

2. ENRESSH. COST ACTION 15137 Zagreb, CROATIA February 2018
Training School and Thinking Tank
European Network for Research Evaluation in the Social Sciences and the Humanities

3. ENRESSH. COST ACTION 15137 Sofia, BULGARIA March 2017
European Network for Research Evaluation in the Social Sciences and the Humanities

He is a Journal Reviewer in the following journals:

Academy of Management. <http://aom.org/>
Academy of Management Journal

Common Ground Publisher. <http://ee.commongroundpublishing.com/>

- Journal of Technologies in Society
- Journal of Technologies and Human Usability
- Ubiquitous Learning: An International Journal
- International Journal of Interdisciplinary Social and Community Studies
- International Journal of Technologies in Learning

He is a European Programmes Evaluator in the following programmes:

1. ERASMUS+ Expert. ERASMUS+
2. Business Innovation Coach. EASME
3. COST Expert. COST
4. Eurostars Technical Expert. EUROSTARS, EUREKA

He has the following Professional memberships:

1. Academy of Management
2. Certified Management Consultant (CMC). Cyprus Institute of Certified Management Consultant
3. HRDA CT - Certified Trainer. Human Resource Development Authority of Cyprus
4. ECDL CTP - Certified Training Professional. European Computer Driving License
5. Cyprus Computer Society
6. Cyprus Chamber of Commerce and Industry

Additionally:

- Mr. Andreas Papathomas, the Executive Director is a Fellow member (FCMI), of CMI (Chartered Management Institute) of UK.
- Mr. Lakis Papathomas, the Administration & Finance Director is a member of ETEK (Technical Chamber of Cyprus)
- Ms. Katerina Christophidou, the Academic Dean, is a PhD candidate at London South Bank University and is in the process of writing up her thesis with the title "Changing third age people's attitude towards a more sustainable and environmental village" which is expected to finish in 2020. Also she is Examiner and Trainer of Pearson UK.
- Mr. Konstantinos Papathomas, member of the Faculty and Academic Consultant is a member of ETEK (Technical Chamber of Cyprus). He also publishes articles in a daily

newspaper.

- Mr. George Antoniadis, member of the Faculty submitted proposal for a PhD programme at the University of UCLAN UK. He is a member of CIPR Chartered Institute of Public Relations.
- Mrs. Dora Konstantinou, Head of the Computing Field is in the process of applying for a PhD.
- Mrs. Maria Petrou, member of the Faculty is in the process of applying for a PhD.

We would like also to mention that currently the Research and Development Department is participating in the following project:

Research title:

“The impact of stress management on leadership effectiveness in the hospitality industry in Cyprus”.

Short description:

The research investigates the relationship between stress management skills and leadership effectiveness, evaluated through decision-making, negotiation and conflict solving skills. Listed skills will be self-evaluated by middle level hotel managers such as food and beverage, reception etc.

Methodology:

The quantitative and qualitative methods are applied in this research. Quantitative research will be conducted with the use of questionnaire and will take between 20-25 minutes. The qualitative part of the research includes an open questions interview that will last 30 minutes approximately.

Students will be involved through their assignment work which will be related to the title of the research programme undertaken by the Research and Development Department.

Research Team

At the moment the research team consists of 3 Faculty members. In order to encourage more existing staff to participate and be actively involved in research the College has set a strategy as shown later in the reply to the points 3.1.6 and 3.1.7.

Timeline:

2018-2019: The research team will be working on the project for the next year and a half.

2018:

- Study of literature from academic journals, articles, professional journals.
- Preparation of the research methodology.
- Construction of questionnaires and interviews.
- Conduct of research with the use of questionnaires and interviews to middle managers.

2019:

- Analysis of questionnaires, transcription of interviews and further study of literature in stress management and leadership effectiveness.

- Preparation and submission of papers for publication in conferences, academic and professional journals.
- Presentation of the research findings to the academic institutions, businesses and the community.

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE

Below we set out our remarks and suggestions for the improvement of the proposed program.

REMARKS

Comment of the Committee

However, the Finance component is currently not sufficiently covered in the structure of the program (Higher Diploma in Accounting and Finance). As a result, the title of the program does not seem to be justified.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The title of the programme has been modified to “**Accounting, 3 years/180 ECTS, Higher Diploma**” **plus an optional foundation year**. Please refer to **Annex B Revised Structure of the programme**.

Comment of the Committee

The general infrastructure (teaching rooms, library, etc.) seems appropriate at the moment, though some facilities such as the computers need to be updated in the future. The teaching rooms are well equipped with computers and projectors.

Reply from the Institution

The comment has been noted and we would like to point out that the College understands the importance of satisfactory and appropriate infrastructure; since we have 2 accredited programmes in the Computing field, the hardware and software are continuously upgraded to meet the expectations of each programme of study.

In addition, please note the following:

1. Lab 2, has been recently moved to a more spacious room with an increase of **13.41 m²**.
The number of workstations has been increased by 100% from **three (3)** to **six (6)**.
2. The number of Pcs in Lab 2 has been increased from **eight (8)** to **thirteen (13)**.
3. We have installed a new Server in the upgraded Lab 2 with the following specifications:
 - **HPE Server ProLiant ML30**, GEN9, 4U, E3-1220v5, 8 GB 4DIMM, 2X1 TB SAS/SATA/SSD NHP, B140i RAID CONTROLLER, 350W, 3YW
 - HPE Microsoft Windows Server 2012 Foundation ROK – 15 users for ML310

4. We have rented a Windows Server from Windows Azure for fifteen (15) users. Through this cloud technology students are able to connect **remotely** in a real Windows Server environment and practice on a server through a virtual machine.
5. All the required software for all subjects have been installed in the 9 Pcs in the Electronic Research Center. The total number of available Pcs is **forty one (41)**.

Comment of the Committee

With regard to the Accounting modules, the textbooks and the relevant material seem to be up to date. However, this does not seem to be the case for the finance and other modules.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The bibliography of all syllabi included in this programme has been updated recently. Please refer to **Annex C.2 Revised Bibliography and Annex D Orders of Books**.

Additionally we would like to say that the bibliography of each programme of study is being continuously updated. The College follows the guidelines of The Agency of Quality Assurance and Accreditation in Higher Education and proceeds in the accreditation of its programmes of study. Through this procedure all required and further reading bibliography is updated and enriched. Please refer to **Annex D Orders of books**.

Further to this please also note that the College gives access to its students to the following EBSCO E-Databases:

1. Business Source Elite
A Rich Full-Text Collection of Business Publications
2. Regional Business News
3. Computers & Applied Sciences Complete
An Important Resource Focused on the Research and Development Spectrum of Computing and Applied Sciences
4. GreenFILE, Library, Information Science & Technology Abstracts
5. OpenDissertations, European Views of the Americas:1493 to 1750
6. eBook Academic Collection (EBSCOhost)
Offering more than 150,000 e-books

With the EBSCO databases students have access to:

1516 - Accounting books (full text)
220,650 – Articles in Accounting (full text)

5,872 – Finance books (full text)
1,097,327 Articles in Finance (full text)

Comment of the Committee

CTL is a teaching oriented institution of higher education, and this is reflected in the qualifications of the group of the teaching staff.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this.

The College strategy is to appoint new teaching staff with PhD qualification and involvement in research. Also motivations are given by the College in order to encourage even more of the existing staff to actively participate in research. Recently, based on the needs 2 new members in the Computing Field have been appointed who are holders of Phds in Quantum Computing and Applied Mathematics and in Computer Engineering and Informatics.

In order to encourage more existing staff to participate and be actively involved in research the College has proceeded to the following:

- Reduce the number of teaching hours (3-6) of Lecturers involved in research programmes, or when working on their PhD thesis.
- Provide financial support to academic staff participating in seminars, workshops, or professional meetings held locally or abroad.
- Provide a yearly budget to encourage academic staff to be engaged in research programmes and organizations of scientific purpose.
- Grant an unpaid leave of absence to those members of staff wishing to attend courses leading to higher degree than the one they currently hold.
- Promote to a higher ranking based on their qualifications, teaching & research experience.

Further to this we would like to emphasize that this programme is a Higher Diploma with a strong professional orientation and aims in preparing students for the ACCA and ICAWE external certifications. Therefore 3 members of the Faculty staff are Chartered Certified Accountants, which is considered a high qualification in the Accounting field.

Additionally we would like to note that Dr. Elena Malkawi and Mr. George Antoniadis both members of the Faculty are participating in the following project:

Research title:

“The impact of stress management on leadership effectiveness in the hospitality industry in Cyprus”.

Short description:

The research investigates the relationship between stress management skills and leadership effectiveness, evaluated through decision-making, negotiation and conflict solving skills. Listed skills will be self-evaluated by middle level hotel managers such as food and beverage, reception etc.

Also please note that the College has set a strategy to appoint new teaching staff with a PhD

qualification. Recently 2 new members in the Computing Field have been appointed, holders of Phd in Quantum Computing and Applied Mathematics and in Computer Engineering and Informatics.

Additionally:

- Mr. Andreas Papathomas, the Executive Director is a Fellow member (FCMI), of CMI (Chartered Management Institute) of UK.
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- Mrs. Maria Petrou, member of the Faculty is in the process of applying for a PhD.

Comment of the Committee

All staff have been appointed at the level of lecturer, without a clearly defined career path.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The College has already a clearly defined career path, which was included in the Document 200.1 that we submitted to the Agency of Quality Assurance and Accreditation in Higher Education in December 28th, 2017 and it is presented in pages 91-94. However, in order for all the staff, both full time and part time, to be aware of this clearly defined career path, the lecturers’ handbook has been updated and it includes this information now. Please refer to **Annex G Career Development and Progress and Annex H pages 13-15 of Lecturers’ Handbook**.

SUGGESTIONS

Comment of the Committee

The title of the program does not reflect its true content. **We strongly recommend** that a number of Finance core courses is added, at an appropriate early stage of the program, and the title of the program is appropriately modified (e.g. Accounting & Finance changes to Accounting & Financial Management). Alternatively, if no change in the content of the program is made, the word “Finance” should be eliminated from the title.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The title of the programme has been modified to “**Accounting, 3 years/180 ECTS, Diploma**” plus an **optional foundation year**. Please refer to **Annex B Revised Structure of the programme**.

Comment of the Committee

More staff with Ph.D. qualification and experience should be appointed and that will improve the academic content of the program. The research culture in CTL should be improved and appropriate mentoring should be available to junior staff by appropriately qualified and experienced researchers.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. Dr. Andreas Constantinou holder of PhD in Business Administration, PhD in Economics, MBA in Finance and BA in Economics has been included in the Faculty staff of the programme.

We would also like to emphasize that this programme is a Higher Diploma with a strong professional orientation and aims in preparing students for the ACCA and ICAWE external certifications. Therefore 3 members of the Faculty staff are Chartered Certified Accountants, which is considered a high qualification in the Accounting field.

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Research Team

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Timeline:

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Participation in conferences/seminars:

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2. Elena Kakoulli (member of the Faculty)

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Book Chapters

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Additionally, we would like to mention that:

The Head of the Research and Development of the College Mr. George Afxentiou is a Doctorate Candidate in Business Administration. He submitted his thesis and he is currently in the process of “viva voce” at the University of Gloucestershire.

He published the following papers and abstracts:

1. Title: Web Software for Business and Communication in Disadvantaged Communities of Cyprus
Journal: The International Journal of Technology, Knowledge and Society, January 2013
Conference: 9th Annual International Conference on Technology, knowledge and Society, Vancouver, CANADA
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ISBN: 1832-3669
2. Title: Action and case research – The Effect of Structural Design on Export Strategy in the Wine Industry
Journal: EuroMed Academy of Business, October 2012
Conference: 5th Annual EuroMed Conference, Glion-Montreux, Switzerland, EUROPE
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ISBN: 978-9963-711-01-7

He participated in the following conferences sponsored by the College:

1. ENRESSH. COST ACTION 15137 Lisbon, PORTUGAL March 2018
European Network for Research Evaluation in the Social Sciences and the Humanities
2. ENRESSH. COST ACTION 15137 Zagreb, CROATIA February 2018
Training School and Thinking Tank
European Network for Research Evaluation in the Social Sciences and the Humanities
3. ENRESSH. COST ACTION 15137 Sofia, BULGARIA March 2017
European Network for Research Evaluation in the Social Sciences and the Humanities

He is a Journal Reviewer in the following journals:

Academy of Management. <http://aom.org/>
Academy of Management Journal

Common Ground Publisher. <http://ee.commongroundpublishing.com/>

- Journal of Technologies in Society
- Journal of Technologies and Human Usability
- Ubiquitous Learning: An International Journal
- International Journal of Interdisciplinary Social and Community Studies
- International Journal of Technologies in Learning

He is a European Programmes Evaluator in the following programmes:

1. ERASMUS+ Expert. ERASMUS+
2. Business Innovation Coach. EASME
3. COST Expert. COST
4. Eurostars Technical Expert. EUROSTARS, EUREKA

He has the following Professional memberships:

1. Academy of Management
2. Certified Management Consultant (CMC). Cyprus Institute of Certified Management Consultant
3. HRDA CT - Certified Trainer. Human Resource Development Authority of Cyprus
4. ECDL CTP - Certified Training Professional. European Computer Driving License
5. Cyprus Computer Society
6. Cyprus Chamber of Commerce and Industry

Additionally:

- Mr. Andreas Papathomas, the Executive Director is a Fellow member (FCMI), of CMI (Chartered Management Institute) of UK.
- Mr. Lakis Papathomas, the Administration & Finance Director is a member of ETEK (Technical Chamber of Cyprus).
- Ms. Katerina Christophidou, the Academic Dean, is a PhD candidate at London South Bank University and is in the process of writing up her thesis with the title "Changing third age people's attitude towards a more sustainable and environmental village" which is expected to finish in 2020. Also she is Examiner and Trainer of Pearson UK.
- Mr. Konstantinos Papathomas, member of the Faculty and Academic Consultant is a member of ETEK (Technical Chamber of Cyprus), publishes articles in a daily newspaper.
- Mr. George Antoniadis, member of the Faculty submitted proposal for a PhD programme at the University of UCLAN UK. He is a member or CIPR Chartered Institute of Public Relations.
- Mrs. Dora Konstantinou, Head of the Computing Field is in the process of applying for a PhD.
- Mrs. Maria Petrou, member of the Faculty is in the process of applying for a PhD

Comment of the Committee

The setting up of an external academic advisory committee would be beneficial for the improvement of teaching and learning, and the cultivation of research culture at CTL.

Reply from the Institution

The comment has been noted. Further to this we would like to refer to the College Advisory Council.

As per our Internal Procedures Handbook:**The College Advisory Council - Adm_UpM_03**

The College Advisory Council is comprised of alumni, academic leaders, and business leaders who provide a high level of voluntary service to the College.

The Council's primary role is to help shape the strategic direction of the College.

The mission of the Council is to support and promote the College in its Programmes and activities. The members of the Council based on their deep care and concern for the College, provide support and guidance to the Directors and the Dean in carrying out their mission to provide and maintain high quality education.

Duties and responsibilities

1. The members of the Council support the work of the Executive Director, the AF Director, the Dean, faculty and staff.
2. Supports the Board of Governors to maintain the highest standards of excellence in the programmes
3. Supports and advises the Board of Governors to achieve College mission and goals by giving financial support and by referring others who can be supportive.
4. They make the activities and accomplishments of the College more widely known among students, alumni, donors, employers, professionals and others.

Comment of the Committee

The academic staff should have a clearer career path for professional development and progress.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The College has already a clearly defined career path, which was included in the Document 200.1 that we submitted to the Agency of Quality Assurance and Accreditation in Higher Education in December 28th, 2017 and it is presented in pages 91-94. However, in order for all the staff, both full time and part time, to be aware of this career path, the lecturers' handbook has been updated and it includes this information now in order for the staff to have a clearly defined career path. Please refer to **Annex G Career Development and Progress and Annex H pages 13-15 of Lecturers' Handbook.**

Additionally please note that according to our Internal Procedures Handbook:

Staff Development and Support - Hrd_InP_07

The aim of Staff Development and Support is to provide professional growth and renewal in order to improve morale, increase efficiency and encourage greater institutional effectiveness.

Staff Development:

- Encourages growth and career development of employees
- Improves skills and knowledge that can be immediately applied at work
- Increases motivation and job satisfaction
- Creates a network of colleagues for problem-solving and support
- Promotes communication

The College supports and encourages the participation in seminars and/or trainings.

Most employee development and training programmes fall under the following categories:

Management Development, Career Development, Basic Skills, Professional Skills, Technical Training, Supervisory Skills.

With Staff Development the following are achieved:

- Employees with upgraded skills
- Employees working to their full potential and equipped to deal with the changing demands of the workplace
- Employees with higher morale
- Career satisfaction
- Creativity and motivation
- Increased productivity and responsiveness in meeting College objectives

Furthermore please also see the seminars that the staff has recently attended as shown below:

Personal Data Protection & GDPR Compliances Solutions.

16/02/2018

Organised by the Cyprus Chamber of Commerce and Industry.

The QA Officer of the College participated.

Προστασία Προσωπικών Δεδομένων – Ο νέος Γενικός Κανονισμός της Ε.Ε.

14/2/2018/ - 15/2/2018

The Administration and Finance Director of the College participated.

Επαναπροσδιορίζοντας το ρόλο της βιβλιοθήκης:

Ανάπτυξη κοινού, ανάδειξη του κοινωνικού ρόλου της βιβλιοθήκης

12/12/2017

The Librarian of the College participated.

Η Άμεση διάδοση της παραγόμενης επιστημονικής γνώσης

27/10/2017

The Librarian of the College participated.

CCNA: Routing and switching introduction to networks

16/05/2017

The Head of Computing Field of the College participated.

CCNA: Routing and switching

Routing and switching essentials

30/05/2017

The Head of Computing Field of the College participated.

Πρώτες Βοήθειες στο χώρο εργασίας

12/04/2017

All administrative staff of the College participated.

Comment of the Committee

The quality of the program would benefit from the introduction of some core introductory courses in the first year of studies, such as Introduction to Management, Introduction to Finance and Introduction to Economics.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The College has proceeded in the introduction of the following subjects in the first year of studies:

1. ECO 102 Introduction to Economics
2. MGT 121 Management
3. FIN 221 Business Finance I

In order to implement the introduction of the above subjects in the first year of studies we have slightly modified the structure of the programme as follows:

1. Table B subjects have been included in Table A: General Education Optional subjects.
2. Table C has been renamed to Table B.
3. The optional subjects have been reduced from 7 to 5.
4. The subject ICT II has been classified as a General Education Optional subject and it is included in Table A.

Please refer to **Annex B Revised Structure of the programme** and **Annex C.1 Syllabi of the 3 new courses**.

Comment of the Committee

The English language entry requirement should be higher than the current one, to allow for a

more effective learning experience and to keep the failure rate at low levels.

Reply from the Institution

The comment has been noted and we would like to mention that the College complies with the regulations set by the Ministry of Education & Culture in Cyprus. Furthermore we would like to refer to our Internal Procedures Handbook:

Entry Requirements - Aca_ApP_08

The entry requirements are reviewed on a yearly basis by the Academic Dean and the Academic Committee.

On completion of the academic year the Academic Dean requests from the Academic Committee to meet and review the entry requirements. Entry requirements are subject to change in order to safeguard intake of good quality students.

The Ctl Eurocollege offers equal opportunity for admission to Local, EU and International students. Candidates should satisfy one of the following:

a) Home and EU Student Candidates:

A High School Leaving Certificate (Apolyterion) from a six-form Secondary (3+3 years) School, or an equivalent qualification, with a minimum grade of 15/20 or 75/100

b) International Student Candidates:

A twelve-year schooling certificate with a satisfactory performance or an equivalent qualification, with a minimum grade, equivalent to the University entry requirements applicable in the Candidate's country of origin, respectively

c) MBA Candidates:

A Bachelor's Degree of at least 3 years duration, with a minimum GPA of 1,7 (C-)

Evidence of language abilities for Undergraduate Programmes

The language of instruction at Ctl Eurocollege is English for the majority of Programmes offered. However two Programmes of study are offered in Greek.

Candidates who are **not** native speakers of English need to provide evidence of adequate command of this language, such as IELTS, TOEFL and IGCSE certificates.

The following certificates are accepted by Ctl Eurocollege:

English:

1. TOEFL minimum score 500
2. IELTS minimum score 5
3. IGCSE minimum grade C

4. Other equivalent internationally recognized examinations with scores and appropriate levels.

Students who cannot provide the above evidence are required to pass the College English Language Test (CELT).

Students who do not achieve the required pass mark they have to be enrolled in the Preparatory Programme provided they satisfy the other admission requirements.

Students who sit the CELT are classified according to their scores as shown below:

- 0-24 Preparatory English Level I
- 25-32 Preparatory English Level II
- 33-50 admitted directly to the Programme of study

Evidence of language abilities for Postgraduate Programmes

The Language of instruction is English.

The following certificates are accepted by Ctl Eurocollege:

English:

1. TOEFL minimum score 547
2. IELTS minimum score 6
3. IGSCE minimum grade B
4. Other equivalent internationally recognized examinations with scores and appropriate levels.

Students who cannot provide the above evidence are required to pass the College English Language Test (CELT).

Students who do not achieve the required pass mark they have to be enrolled in the Preparatory Programme provided they satisfy the other admission requirements.

Students who sit the CELT are classified according to their scores as shown below:

- 0-24 Preparatory English Level I
- 25-32 Preparatory English Level II
- 33-39 Preparatory English Level III
- 40-50 admitted directly to the Programme of study

The required pass mark for MBA students is 40 (40/50). Students, who do not achieve this mark, they have to be registered in the Level 3 of the Preparatory Programme.

Comment of the Committee

Each student should be allocated to a personal tutor, who will monitor their performance and provide mentoring/support services.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The College has proceeded in upgrading and enriching the procedure “**Issue of Dean’s List - Aca_FEP_01_010**” in the Internal Procedures Handbook as shown below:

Support services

Each academic year, the Academic Dean and the Heads of Fields choose Bachelor degree and postgraduate students from the Dean’s list to act as personal tutors or assistants to other students.

The Dean’s list is published after the end of each semester and is composed of those matriculated students who have attained an excellent achievement with at least 30 ECTS credit load and GPA score of at least 3.70.

Further to this also please note that the Academic Dean, the Heads of Fields, the Programme Coordinators and the Lecturers are responsible for providing mentoring/support services to all students as shown below:

As per procedure Adm_InP_06_001 - The Academic Dean has among other the following duties and responsibilities:

1. Giving accurate and timely academic advice to all students.
2. Ensuring that a system of student observation and evaluation of faculty occurs systematically, fairly and regularly.
3. Establishing a formal and informal communication network so that student feedback occurs on significant academic issues and problems.

As per procedure Adm_InP_06_003 – The Head of Field of study has among other the following duties and responsibilities:

1. Mentoring the lecturers in the subject/level of their speciality.
2. Providing mentoring and support to all students of the field.

As per procedure Adm_InP_06_004 – The Programme Coordinator has among other the following duties and responsibilities:

1. Oversees administration of student progress.
2. Supports staff in implementing appropriate and evidence based learning and teaching methods.
3. Giving accurate and timely academic advice to all students.

As per procedure Adm_InP_06_005 – The Lecturer has among other the following duties and responsibilities:

1. Giving accurate and timely academic advice to all students.

Additionally please note that throughout the year seminars are organized providing mentoring/supporting services to students as shown below:

5/4/2017	Erasmus + mobility programme
6/4/2017	Seminar on employment, CV and interviews
27/10/2017	How to write an assignment
5/12/2017	Anxiety and Stress Management
21/3/2018	Culture shock and adaptation
2/5/2018	How to get a job through social media

Comment of the Committee

The library's inventory of books and periodicals, printed or electronic, should be enriched.

Reply from the Institution

The comment has been noted and we would like to point out that the bibliography of each programme of study is being continuously updated. The College follows the guidelines of The Agency of Quality Assurance and Accreditation in Higher Education and proceeds in the accreditation of its programmes of study. Through this procedure all required and further reading bibliography is updated and enriched. Please refer to **Annex D Orders of books**.

Further to this we would like to point out that the College gives access to its students to the following EBSCO E-Databases:

1. Business Source Elite
A Rich Full-Text Collection of Business Publications
2. Regional Business News
3. Computers & Applied Sciences Complete
An Important Resource Focused on the Research and Development Spectrum of Computing and Applied Sciences
4. GreenFILE, Library, Information Science & Technology Abstracts
5. OpenDissertations, European Views of the Americas:1493 to 1750
7. eBook Academic Collection (EBSCOhost)
Offering more than 150,000 e-books

With the EBSCO databases students have access to:

1516 - Accounting books (full text)
220,650 – Articles in Accounting (full text)
5,872 – Finance books (full text)
1,097,327 Articles in Finance (full text)

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

Comment of the Committee

1.1 Organisation to teaching work

Management expects a total of 15 students or more in the first year from Cyprus or other countries. Management recognizes the limitations of the local higher education market and intends to make efforts to attract foreign students, mainly from countries such as Pakistan, India, Russia, China or African countries

Reply from the Institution

The comment has been noted and we would like to point out that the College:

1. Visits on a regular basis all public and private secondary schools of the towns and provinces of Limassol and Paphos and provides information about the College and its programmes of study.
2. Offers scholarships to secondary public and private schools, municipalities, local communities as well as organized groups e.g. The Youth Board of Cyprus, Football academies etc.
3. Organizes open days for the public.
4. Participates in local education fairs as well as fairs abroad such as Ukraine, Lebanon China and other countries.
5. Has visited secondary schools in Egypt, Lebanon and Vietnam this academic year.
6. Is running advertising campaigns in Cyprus, Russia, Ukraine, Lebanon, African countries and Georgia.

In its efforts to contribute to society and support people in financial need, the College:

7. Offers scholarships to large and poor families.
8. Participates in charity events and offers voluntary work.
9. Sponsors athletes representing Cyprus abroad.
10. Sponsors various other events.

Comment of the Committee

1.3 Teaching personnel

The qualifications of the teaching staff cover the legal requirements in place. The teaching staff is equally split between full-time and part-time lecturers. There is no observable research tradition in the College and there is no record of publications by staff in high quality

internationally recognized academic journals.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. Dr. Andreas Constantinou holder of PhD in Business Administration, PhD in Economics, MBA in Finance and BA in Economics has been included in the Faculty staff of the programme.

Please also note that this programme has a strong professional orientation and aims at preparing students for the ACCA and ICAWE external certifications. Therefore 3 members of the Faculty staff are Chartered Certified Accountants which is considered a high qualification in the Accounting field.

Additionally, we would like to add that Mrs. Maria Petrou, a Chartered Certified Accountant, holder of Master of Business Administration and BSc in Applied Accounting has been appointed as a full time staff. This increases the number of full time staff to 7 and decreases the number of part time staff to 5. Please refer to **Annex A Revised Teaching Personnel and Annex K Pre-agreement**.

Also, please note that the College, based on needs, has recently appointed 2 new members in the Computing Field, who are holders of Phds in Quantum Computing and Applied Mathematics and in Computer Engineering and Informatics with the following publications and participation in conferences:

1. Pavlos Evangelides (member of the Faculty)

- P. Evangelides, M.Talias : Paths of zeros of analytic functions of finite quantum systems using various types of matrices, RRJPAP, Vol.5, 2332-0761-1000265 (2017)
- H.Essa, P. Evangelides, C. Lei and A. Vourdas : Analytic representation with theta function describing finite quantum systems, International Conference of Integrable Systems and Quantum symmetries (2016)
- P. Evangelides, C. Lei and A. Vourdas: Analytic representation of quantum systems on $Z(d)$ and on S with Theta functions, J.Math. Phys. 56,072108, (2015)
- H.Essa, P. Evangelides, C. Lei and A. Vourdas : Paths of zeros of analytic functions describing finite quantum system, Phys. Lett A. 548,553 (2015)
- P. Evangelides, C. D. Charalambous and A. Kyprianou : Formulation of the capacity of quantum erasure channel, IEEE Transactions on Information Theory (under review)
- P. Evangelides: Analytic representations of coherent states in finite quantum systems when d belongs to Z .

Participation in conferences/seminars:

- EUC colloquium on mathematics, computer science and engineering, European University, Cyprus 2/16
- QITG, University of Sheffield, 6/14
- Presented work at the postgraduate research day, University of Aegean

2. Elena Kakoulli (member of the Faculty)

- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Silica-Embedded Silicon Nanophotonic On-Chip Networks. Accepted to appear in the IEEE Transactions on Computer-Aided Design of Integrated Circuits and Systems (TCAD), 2016.
- V. Soteriou, T. Theocharides and E. Kakoulli. A Holistic Approach Towards Intelligent Hotspot Prevention in Network-on-Chip-Based Multicores. In the IEEE Transactions on Computers, Vol.65, No.3, pp.819-833, May 2015.
- E. Kakoulli, V. Soteriou and T. Theocharides. Intelligent Hotspot Prediction for Network-on-Chip-Based Multicore Systems. In the IEEE Transactions on Computer-Aided Design of Integrated Circuits and Systems (TCAD), Vol.31, No.3, pp.418-431, March 2012.

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Additionally, we would like to mention that:

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He participated in the following conferences sponsored by the College:

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European Network for Research Evaluation in the Social Sciences and the Humanities
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Training School and Thinking Tank
European Network for Research Evaluation in the Social Sciences and the Humanities
3. ENRESSH. COST ACTION 15137 Sofia, BULGARIA March 2017
European Network for Research Evaluation in the Social Sciences and the Humanities

He is a Journal Reviewer in the following journals:

Academy of Management. <http://aom.org/>
Academy of Management Journal

Common Ground Publisher. <http://ee.commongroundpublishing.com/>

- Journal of Technologies in Society
- Journal of Technologies and Human Usability
- Ubiquitous Learning: An International Journal
- International Journal of Interdisciplinary Social and Community Studies
- International Journal of Technologies in Learning

He is a European Programmes Evaluator in the following programmes:

1. ERASMUS+ Expert. ERASMUS+
2. Business Innovation Coach. EASME
3. COST Expert. COST
4. Eurostars Technical Expert. EUROSTARS, EUREKA

He has the following Professional memberships:

1. Academy of Management
2. Certified Management Consultant (CMC). Cyprus Institute of Certified Management Consultant
3. HRDA CT - Certified Trainer. Human Resource Development Authority of Cyprus
4. ECDL CTP - Certified Training Professional. European Computer Driving License
5. Cyprus Computer Society
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- Mr. Konstantinos Papathomas, member of the Faculty and Academic Consultant is a member of ETEK (Technical Chamber of Cyprus), publishes articles in a daily newspaper.
- Mr. George Antoniadis, member of the Faculty submitted proposal for a PhD programme at the University of UCLAN UK. He is a member of CIPR Chartered Institute of Public Relations.
- Mrs. Dora Konstantinou, Head of the Computing Field is in the process of applying for a PhD.
- Mrs. Maria Petrou, member of the Faculty is in the process of applying for a PhD.

We would also like to mention that currently the Research and Development Department is participating in the following project:

Research title:

“The impact of stress management on leadership effectiveness in the hospitality industry in Cyprus”.

Short description:

The research investigates the relationship between stress management skills and leadership effectiveness, evaluated through decision-making, negotiation and conflict solving skills. Listed skills will be self-evaluated by middle level hotel managers such as food and beverage, reception etc.

Methodology:

The quantitative and qualitative methods are applied in this research. Quantitative research will be conducted with the use of questionnaire and will take between 20-25 minutes. The qualitative part of the research includes an open questions interview that will last 30 minutes approximately.

Students will be involved through their assignment work which will be related to the title of the research programme undertaken by the Research and Development Department.

Research Team

At the moment the research team consists of 3 Faculty members. In order to encourage more existing staff to participate and be actively involved in research the College has set a strategy as shown later in the reply to the points 3.1.6 and 3.1.7.

Timeline:

2018-2019: The research team will be working on the project for the next year and a half.

2018:

- Study of literature from academic journals, articles, professional journals.
- Preparation of the research methodology.
- Construction of questionnaires and interviews.
- Conduct of research with the use of questionnaires and interviews to middle managers.

2019:

- Analysis of questionnaires, transcription of interviews and further study of literature in stress management and leadership effectiveness.
- Preparation and submission of papers for publication in conferences, academic and professional journals.
- Presentation of the research findings to the academic institutions, businesses and the community.

Comment of the Committee

Additionally, it seems there is no provision in place for promotion of the academic staff. Every one of the existing full time teaching staff is employed at the level of lecturer.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. Dr. Andreas Constantinou holder of PhD in Business Administration, PhD in Economics, MBA in Finance and BA in Economics has been included in the Faculty staff of the programme. Dr. Constantinou is ranked according to his qualifications and teaching experience as a Senior Lecturer. Dr. Elena Malkawi, the programme coordinator, is also ranked as a Senior Lecturer according to her qualifications and teaching experience.

Please also note that the College has already a clearly defined career path, which was included in the Document 200.1 that we submitted to the Agency of Quality Assurance and Accreditation in Higher Education in December 28th, 2017 and it is presented in pages 91-94. However, in order for all the staff, both full time and part time, to be aware of this career path, the lecturers' handbook has been updated and it includes this information now in order for the staff to have a clearly defined career path. Please refer to **Annex G Career Development and Progress and Annex H pages 13-15 of Lecturers' Handbook.**

Comment of the Committee

As regards to question 1.3.9, we note that for full-time academic personnel there is a provision for 3 hours per week allocated to research which is considered inadequate for the conduct of quality research. Part-time staff are mostly professionals who are not motivated to conduct research and lack any research training.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The Allocation of Faculty/Administrative staff workload has been redesigned and the number of hours of participation in research has been increased from 3 to 5.

Please see the revised table below:

Name:					
		F/P	h/w	No.of progr.	Total
Administrative position	Programme Coordinator		3		
	Head of Field		2		
Teaching hours					
Preparation / Correction of tests, exams, assignments					
Office hours			2		
Participation in research programmes			5		
Total					

Further to this, the College in order to encourage more existing staff to participate and be actively involved in research the College has proceeded to the following:

- Reduce the number of teaching hours (3-6) of Lecturers involved in research programmes, or when working on their PhD thesis.
- Provide financial support to academic staff participating in seminars, workshops, or professional meetings held locally or abroad.
- Provide a yearly budget to encourage academic staff to engage in research programmes and organizations of scientific purpose.

- Grant unpaid leave of absence to those members of staff wishing to attend courses leading to higher degree than the one they currently hold.
- Promote to a higher ranking based on their qualifications, teaching & research experience.

Also, please note that the College, based on needs, has recently appointed 2 new members in the Computing Field, who are holders of Phds in Quantum Computing and Applied Mathematics and in Computer Engineering and Informatics with the following publications and participation in conferences:

1. Pavlos Evangelides (member of the Faculty)

- P. Evangelides, M.Talias : Paths of zeros of analytic functions of finite quantum systems using various types of matrices, RRJPAP, Vol.5, 2332-0761-1000265 (2017)
- H.Essa, P. Evangelides, C. Lei and A. Vourdas : Analytic representation with theta function describing finite quantum systems, International Conference of Integrable Systems and Quantum symmetries (2016)
- P. Evangelides, C. Lei and A. Vourdas: Analytic representation of quantum systems on $Z(d)$ and on S with Theta functions, J.Math. Phys. 56,072108, (2015)
- H.Essa, P. Evangelides, C. Lei and A. Vourdas : Paths of zeros of analytic functions describing finite quantum system, Phys. Lett A. 548,553 (2015)
- P. Evangelides, C. D. Charalambous and A. Kyprianou : Formulation of the capacity of quantum erasure channel, IEEE Transactions on Information Theory (under review)
- P. Evangelides: Analytic representations of coherent states in finite quantum systems when d belongs to Z .

Participation in conferences/seminars:

- EUC colloquium on mathematics, computer science and engineering, European University, Cyprus 2/16
- QITG, University of Sheffield, 6/14
- Presented work at the postgraduate research day, University of Aegean

2. Elena Kakoulli (member of the Faculty)

- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Silica-Embedded Silicon Nanophotonic On-Chip Networks. Accepted to appear in the IEEE Transactions on Computer-Aided Design of Integrated Circuits and Systems (TCAD), 2016.
- V. Soteriou, T. Theocharides and E. Kakoulli. A Holistic Approach Towards Intelligent Hotspot Prevention in Network-on-Chip-Based Multicores. In the IEEE Transactions on Computers, Vol.65, No.3, pp.819-833, May 2015.
- E. Kakoulli, V. Soteriou and T. Theocharides. Intelligent Hotspot Prediction for Network-on-Chip-Based Multicore Systems. In the IEEE Transactions on Computer-Aided Design of Integrated Circuits and Systems (TCAD), Vol.31, No.3, pp.418-431, March 2012.

Publications in Refereed Conference Proceedings

- E. Kakoulli and H. Herodotou. OctopusFS: A Distributed File System with Tiered Storage

Management. ACM SIGMOD International Conference on Management of Data, Chicago, IL, USA, 2017.

- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Design of High-Performance, Power-Efficient Optical NoCs Using Silica-Embedded Silicon Nanophotonics. IEEE (33rd) International Conference on Computer Design (ICCD), 2015.
- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Designing High-Performance, Power-Efficient NoCs With Embedded Silicon-in-Silica Nanophotonics. ACM/IEEE International Symposium on Networks-on-Chip (NOCs), 2015.
- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Towards High-Performance and Power-Efficient Optical NoCs Using Silicon-in-Silica Photonic Components. In Proceedings of the 9th HiPEAC Interconnection Network Architecture: On-Chip, Multi-Chip Workshop (INA-OCMC), Amsterdam, The Netherlands, January 2015.
- E. Kakoulli, V. Soteriou and T. Theocharides. HPRA: A Pro-Active HotspotPreventive High-Performance Routing Algorithm for Networks-on-Chips. In Proceedings of the 30th International Conference on Computer Design, pp. 249 - 255, Montreal, Canada, October 2012.
- E. Kakoulli, V. Soteriou and T. Theocharides. An artificial neural network-based hotspot prediction mechanism for NoCs. In Proceedings of the 9th IEEE Computer Society Annual Symposium on VLSI Design (ISVLSI), pp. 339–344, July 2010.

Book Chapters

- E. Kakoulli, V. Soteriou and T. Theocharides. Book Chapter: Intelligent NoC Hotspot Prediction. In VLSI 2010 Annual Symposium: Selected Papers, edited by N. Voros, A. Mukherjee, N. Sklavos, K. Masselos, M. Huebner, Springer, 1 Jan. 2011.

Additionally, we would like to mention that:

The Head of the Research and Development of the College Mr. George Afxentiou is a Doctorate Candidate in Business Administration. He submitted his thesis and he is currently in the process of “viva voce” at the University of Gloucestershire.

He published the following papers and abstracts:

1. Title: Web Software for Business and Communication in Disadvantaged Communities of Cyprus
Journal: The International Journal of Technology, Knowledge and Society, January 2013
Conference: 9th Annual International Conference on Technology, knowledge and Society,
Vancouver, CANADA
Accepted for Presentation and Publication at the 9th Annual ISI Conference Proceedings of the International Conference on Technology, Knowledge and Society 2013
ISBN: 1832-3669
2. Title: Action and case research – The Effect of Structural Design on Export Strategy in the Wine Industry

Journal: EuroMed Academy of Business, October 2012
Conference: 5th Annual EuroMed Conference, Glion-Montreux, Switzerland, EUROPE
Accepted for Presentation and Publication at the 5th Annual ISI Conference Proceedings of the EuroMed Academy of Business 2012
ISBN: 978-9963-711-07-9

3. Title: Methodology and Methods - The Effect of Structural Design on Export Strategy in the Wine Industry
Journal: Consumer Behaviour Erasmus Network, June 2012
Conference: Annual Conference, Nicosia, Cyprus, EUROPE
Accepted for Presentation and Publication at the Annual ISI Conference Proceedings of the COBEREN Conference 2012
ISBN: 978-9963-7494-0-9
4. Title: The Realization of the Impact of Structural Design on Exports
Journal: EuroMed Academy of Business, October 2011
Conference: 4th Annual EuroMed Conference, Crete, Greece, EUROPE
Accepted for Presentation and Publication at the 4th Annual ISI Conference Proceedings of the EuroMed Academy of Business 2011
ISBN: 978-9963-711-01-7

He participated in the following conferences sponsored by the College:

1. ENRESSH. COST ACTION 15137 Lisbon, PORTUGAL March 2018
European Network for Research Evaluation in the Social Sciences and the Humanities
2. ENRESSH. COST ACTION 15137 Zagreb, CROATIA February 2018
Training School and Thinking Tank
European Network for Research Evaluation in the Social Sciences and the Humanities
3. ENRESSH. COST ACTION 15137 Sofia, BULGARIA March 2017
European Network for Research Evaluation in the Social Sciences and the Humanities

He is a Journal Reviewer in the following journals:

Academy of Management. <http://aom.org/>
Academy of Management Journal

Common Ground Publisher. <http://ee.commongroundpublishing.com/>

- Journal of Technologies in Society
- Journal of Technologies and Human Usability
- Ubiquitous Learning: An International Journal
- International Journal of Interdisciplinary Social and Community Studies
- International Journal of Technologies in Learning

He is a European Programmes Evaluator in the following programmes:

1. ERASMUS+ Expert. ERASMUS+
2. Business Innovation Coach. EASME
3. COST Expert. COST

4. Eurostars Technical Expert. EUROSTARS, EUREKA

He has the following Professional memberships:

1. Academy of Management
2. Certified Management Consultant (CMC). Cyprus Institute of Certified Management Consultant
3. HRDA CT - Certified Trainer. Human Resource Development Authority of Cyprus
4. ECDL CTP - Certified Training Professional. European Computer Driving License
5. Cyprus Computer Society
6. Cyprus Chamber of Commerce and Industry

Additionally:

- Mr. Andreas Papathomas, the Executive Director is a Fellow member (FCMI), of CMI (Chartered Management Institute) of UK.
- Mr. Lakis Papathomas, the Administration & Finance Director is a member of ETEK (Technical Chamber of Cyprus).
- Ms. Katerina Christophidou, the Academic Dean, is a PhD candidate at London South Bank University and is in the process of writing up her thesis with the title “Changing third age people’s attitude towards a more sustainable and environmental village” which is expected to finish in 2020. Also she is Examiner and Trainer of Pearson UK.
- Mr. Konstantinos Papathomas, member of the Faculty and Academic Consultant is a member of ETEK (Technical Chamber of Cyprus), publishes articles in a daily newspaper.
- Mr. George Antoniadis, member of the Faculty submitted proposal for a PhD programme at the University of UCLAN UK. He is a member of CIPR Chartered Institute of Public Relations.
- Mrs. Dora Konstantinou, Head of the Computing Field is in the process of applying for a PhD.
- Mrs. Maria Petrou, member of the Faculty is in the process of applying for a PhD.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

Comment of the Committee

2.2 Structure and Content of the Program of Study

Overall, the structure and content of the program are designed to meet the criteria for exemptions from the 9 Fundamental modules of the ACCA qualification. As a result, the content mirrors the ACCA qualification and is heavily driven by Accounting courses. Yet, the title of the program is Higher Diploma in Accounting & **Finance**. This title does not reflect the true content of the program. We strongly recommend that a number of Finance courses is added, at an appropriate early stage of the program, as part of the core subjects, and the title of the program is appropriately modified (e.g. Accounting & Finance changes to Accounting & Financial Management). Alternatively, if no change in the content of the program is made, the word “Finance” should be eliminated from the title.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The title of the programme has been modified to “**Accounting, 3 years/180 ECTS, Higher Diploma**” plus an **optional foundation year**. Please refer to **Annex B Revised Structure of the programme**.

Comment of the Committee

2.5 International Dimension of the Program of Study

We have not been given any evidence that there are arrangements in place for the collaboration of the program with other well recognized international academic institutions. According to the application file the College has been selected for the award of the Erasmus+Charter for Higher Education.

Reply from the Institution

The comment has been noted and we would like to emphasize that this is a new programme of study. Students of this programme will have the same opportunities as all other students of other programmes of study.

We would like to point out that Ctl Eurocollege is an Erasmus+ Chartered Institute (ECHE), which offers exchange opportunities to Staff, Students and Programmes of Study. Students in the Computing field are taking an internship in Spain in July. In addition, other Students will travel to Spain in October where they will complete one semester at a university as part of their studies. Staff mobility is also scheduled with Mr. George Antoniadis, member of the Faculty, who is visiting Spain in the middle of October to teach Entrepreneurship/Innovation and Hospitality Management course sessions in UCAM (Catholic University of Murcia). Visiting Professors from the same University are expected to teach in our College as part of the same Staff mobility programme. Please refer to **Annex I Erasmus+ Charter**.

The College agreed to cooperate for the exchange of students and/or staff in the context of the Erasmus+ programme with the following Institutions:

1. Universidad Catolica San Antonio de Murcia in Spain
2. Universum College Kosovo
3. Tbilisi State Academy of Art in Georgia. Please refer to **Annex E Agreements with other Institutions**.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

Comment of the Committee

3.1 Research – Teaching Synergies

Our responses to questions above reflect the fact that CTL is a Higher Education Teaching Institution, rather than an academic research institution. We also note that we don't have any comparative data regarding point 3.1.6.

Reply from the Institution

The note has been noted and we would like to mention that:

Regarding the point 3.1.4: The following members of the staff are actively involved in research and their research activity, publications and participation in conferences is shown below:

1. Pavlos Evangelides (member of the Faculty)

- P. Evangelides, M.Talias : Paths of zeros of analytic functions of finite quantum systems using various types of matrices, RRJPAP, Vol.5, 2332-0761-1000265 (2017)
- H.Essa, P. Evangelides, C. Lei and A. Vourdas : Analytic representation with theta function describing finite quantum systems, International Conference of Integrable Systems and Quantum symmetries (2016)
- P. Evangelides, C. Lei and A. Vourdas: Analytic representation of quantum systems on $Z(d)$ and on S with Theta functions, J.Math. Phys. 56,072108, (2015)
- H.Essa, P. Evangelides, C. Lei and A. Vourdas : Paths of zeros of analytic functions describing finite quantum system, Phys. Lett A. 548,553 (2015)
- P. Evangelides, C. D. Charalambous and A. Kyprianou : Formulation of the capacity of quantum erasure channel, IEEE Transactions on Information Theory (under review)
- P. Evangelides: Analytic representations of coherent states in finite quantum systems when d belongs to Z .

Participation in conferences/seminars:

- EUC colloquium on mathematics, computer science and engineering, European University, Cyprus 2/16
- QITG, University of Sheffield, 6/14
- Presented work at the postgraduate research day, University of Aegean

2. Elena Kakoulli (member of the Faculty)

- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Silica-Embedded Silicon Nanophotonic On-Chip Networks. Accepted to appear in the IEEE Transactions on Computer-Aided Design of Integrated Circuits and Systems (TCAD), 2016.
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- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Designing High-Performance, Power-Efficient NoCs With Embedded Silicon-in-Silica Nanophotonics. ACM/IEEE International Symposium on

Networks-on-Chip (NOCs), 2015.

- E. Kakoulli, V. Soteriou, C. Koutsides and K. Kalli. Towards High-Performance and Power-Efficient Optical NoCs Using Silicon-in-Silica Photonic Components. In Proceedings of the 9th HiPEAC Interconnection Network Architecture: On-Chip, Multi-Chip Workshop (INA-OCMC), Amsterdam, The Netherlands, January 2015.
- E. Kakoulli, V. Soteriou and T. Theocharides. HPRA: A Pro-Active HotspotPreventive High-Performance Routing Algorithm for Networks-on-Chips. In Proceedings of the 30th International Conference on Computer Design, pp. 249 - 255, Montreal, Canada, October 2012.
- E. Kakoulli, V. Soteriou and T. Theocharides. An artificial neural network-based hotspot prediction mechanism for NoCs. In Proceedings of the 9th IEEE Computer Society Annual Symposium on VLSI Design (ISVLSI), pp. 339–344, July 2010.

Book Chapters

- E. Kakoulli, V. Soteriou and T. Theocharides. Book Chapter: Intelligent NoC Hotspot Prediction. In VLSI 2010 Annual Symposium: Selected Papers, edited by N. Voros, A. Mukherjee, N. Sklavos, K. Masselos, M. Huebner, Springer, 1 Jan. 2011.

Additionally, we would like to mention that:

The Head of the Research and Development of the College Mr. George Afxentiou is a Doctorate Candidate in Business Administration. He submitted his thesis and he is currently in the process of “viva voce” at the University of Gloucestershire.

He published the following papers and abstracts:

1. Title: Web Software for Business and Communication in Disadvantaged Communities of Cyprus
Journal: The International Journal of Technology, Knowledge and Society, January 2013
Conference: 9th Annual International Conference on Technology, knowledge and Society,
Vancouver, CANADA
Accepted for Presentation and Publication at the 9th Annual ISI Conference Proceedings of the International Conference on Technology, Knowledge and Society 2013
ISBN: 1832-3669
2. Title: Action and case research – The Effect of Structural Design on Export Strategy in the Wine Industry
Journal: EuroMed Academy of Business, October 2012
Conference: 5th Annual EuroMed Conference, Glion-Montreux, Switzerland, EUROPE
Accepted for Presentation and Publication at the 5th Annual ISI Conference Proceedings of the EuroMed Academy of Business 2012
ISBN: 978-9963-711-07-9
3. Title: Methodology and Methods - The Effect of Structural Design on Export Strategy in the Wine Industry

Journal: Consumer Behaviour Erasmus Network, June 2012
Conference: Annual Conference, Nicosia, Cyprus, EUROPE
Accepted for Presentation and Publication at the Annual ISI Conference Proceedings of the COBEREN Conference 2012
ISBN: 978-9963-7494-0-9

4. Title: The Realization of the Impact of Structural Design on Exports
Journal: EuroMed Academy of Business, October 2011
Conference: 4th Annual EuroMed Conference, Crete, Greece, EUROPE
Accepted for Presentation and Publication at the 4th Annual ISI Conference Proceedings of the EuroMed Academy of Business 2011
ISBN: 978-9963-711-01-7

He participated in the following conferences sponsored by the College:

1. ENRESSH. COST ACTION 15137 Lisbon, PORTUGAL March 2018
European Network for Research Evaluation in the Social Sciences and the Humanities
2. ENRESSH. COST ACTION 15137 Zagreb, CROATIA February 2018
Training School and Thinking Tank
European Network for Research Evaluation in the Social Sciences and the Humanities
3. ENRESSH. COST ACTION 15137 Sofia, BULGARIA March 2017
European Network for Research Evaluation in the Social Sciences and the Humanities

He is a Journal Reviewer in the following journals:

Academy of Management. <http://aom.org/>
Academy of Management Journal

Common Ground Publisher. <http://ee.commongroundpublishing.com/>

- Journal of Technologies in Society
- Journal of Technologies and Human Usability
- Ubiquitous Learning: An International Journal
- International Journal of Interdisciplinary Social and Community Studies
- International Journal of Technologies in Learning

He is a European Programmes Evaluator in the following programmes:

1. ERASMUS+ Expert. ERASMUS+
2. Business Innovation Coach. EASME
3. COST Expert. COST
4. Eurostars Technical Expert. EUROSTARS, EUREKA

He has the following Professional memberships:

1. Academy of Management
2. Certified Management Consultant (CMC). Cyprus Institute of Certified Management Consultant

3. HRDA CT - Certified Trainer. Human Resource Development Authority of Cyprus
4. ECDL CTP - Certified Training Professional. European Computer Driving License
5. Cyprus Computer Society
6. Cyprus Chamber of Commerce and Industry

Regarding the point 3.1.5

The comment has been noted and we would like to mention that the College at the moment has external funding through the Erasmus+ programme. The College is continuously making efforts and searching to expand external, non-governmental funding.

Regarding the points 3.1.6 and 3.1.7

The comment has been noted and we would like to mention that the College has set a target of becoming an academic research institution and is committed to supporting the research activities of its personnel. In order to encourage more existing staff to participate and be actively involved in research the College has proceeded to:

- Reduce the number of teaching hours (3-6) of Lecturers involved in research programmes, or when working on their PhD thesis.
- Provide financial support to academic staff participating in seminars, workshops, or professional meetings held locally or abroad.
- Provide a yearly budget to encourage academic staff to engage in research programmes and organizations of scientific purpose.
- Grant unpaid leave of absence to those members of staff wishing to attend courses leading to higher degree than the one they currently hold.
- Promote to a higher ranking based on their qualifications, teaching & research experience.

Additionally, a Research and Development budget for 2018 has been agreed with the Research and Development Department to support the research activities. Please refer to **Annex J Research and Development Budget 2018**.

Regarding the point 3.1.8

The comment has been noted and we would like to mention that currently the Research and Development Department is participating in the following project:

Research title:

“The impact of stress management on leadership effectiveness in the hospitality industry in Cyprus”.

Short description:

The research investigates the relationship between stress management skills and leadership effectiveness, evaluated through decision-making, negotiation and conflict solving skills. Listed skills will be self-evaluated by middle level hotel managers such as food and beverage, reception etc.

Methodology:

The quantitative and qualitative methods are applied in this research. Quantitative research will be conducted with the use of questionnaire and will take between 20-25 minutes. The qualitative part of the research includes an open questions interview that will last 30 minutes approximately.

Students will be involved through their assignment work which will be related to the title of the research programme undertaken by the Research and Development Department.

Research Team

At the moment the research team consists of 3 Faculty members. In order to encourage more existing staff to participate and be actively involved in research the College has set a strategy as shown above in the reply to the points 3.1.6 and 3.1.7.

Timeline:

2018-2019: The research team will be working on the project for the next year and a half.

2018:

- Study of literature from academic journals, articles, professional journals.
- Preparation of the research methodology.
- Construction of questionnaires and interviews.
- Conduct of research with the use of questionnaires and interviews to middle managers.

2019:

- Analysis of questionnaires, transcription of interviews and further study of literature in stress management and leadership effectiveness.
- Preparation and submission of papers for publication in conferences, academic and professional journals.
- Presentation of the research findings to the academic institutions, businesses and the community.

4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK

Comment of the Committee

4.2 Infrastructure / Support

The general infrastructure seems appropriate at the moment, though some facilities such as the computers, may need to be updated in the future.

Reply from the Institution

The comment has been noted and we would like to point out that the College knows the importance of satisfactory and appropriate infrastructure; since we have 2 accredited programmes in the Computing field, the hardware and software are continuously upgraded to meet the expectations of each programme of study.

Additionally, please note the following:

1. Lab 2, has been recently moved to a more spacious room with an increase of **13.41 m²**. The number of workstations has been increased by 100% from **three (3)** to **six (6)**.
2. The number of Pcs in Lab 2 has been increased from **eight (8)** to **thirteen (13)**.
3. We have installed a new Server in the upgraded Lab 2 with the following specifications:
 - **HPE Server ProLiant ML30**, GEN9, 4U, E3-1220v5, 8 GB 4DIMM, 2X1 TB SAS/SATA/SSD NHP, B140i RAID CONTROLLER, 350W, 3YW
 - HPE Microsoft Windows Server 2012 Foundation ROK – 15 users for ML310
4. We have rented a Windows Server from Windows Azure for fifteen (15) users. Through this cloud technology students are able to connect **remotely** in a real Windows Server environment and practice on a server through a virtual machine.
5. All the required software for all subjects have been installed in the 9 Pcs in the Electronic Research Center. The total number of available Pcs is **forty one (41)**.

Comment of the Committee

With regard to the Accounting modules, the textbooks and the relevant material seems to be up to date. However, this does not seem to be the case for finance and other modules.

Reply from the Institution

The note has been noted and the College has taken action to rectify this. The bibliography of all syllabi included in this programme has been updated recently. Please refer to **Annex C.2 Revised Bibliography and Annex D Orders of Books**.

Additionally we would like to say that the bibliography of each programme of study is being continuously updated. The College follows the guidelines of The Agency of Quality Assurance and Accreditation in Higher Education and proceeds in the accreditation of its programmes of study. Through this procedure all required and further reading bibliography is updated and enriched. Please refer to **Annex D Orders of books**.

We would like also to point out that the College gives access to its students to the following EBSCO E-Databases:

1. Business Source Elite
A Rich Full-Text Collection of Business Publications
2. Regional Business News
3. Computers & Applied Sciences Complete
An Important Resource Focused on the Research and Development Spectrum of Computing and Applied Sciences
4. GreenFILE, Library, Information Science & Technology Abstracts

5. OpenDissertations, European Views of the Americas:1493 to 1750
6. eBook Academic Collection (EBSCOhost)
Offering more than 150,000 e-books

With the EBSCO databases students have access to:

1516 - Accounting books (full text)
220,650 – Articles in Accounting (full text)
5,872 – Finance books (full text)
1,097,327 Articles in Finance (full text)

FINAL REMARKS – SUGGESTIONS

REMARKS

Comment of the Committee

However, the Finance component is currently not sufficiently covered in the structure of the program (Higher Diploma in Accounting and Finance). As a result, the title of the program does not seem to be justified.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The title of the programme has been modified to “**Accounting, 3 years/180 ECTS, Higher Diploma**” plus an **optional foundation year**. Please refer to **Annex B Revised Structure of the programme**.

Comment of the Committee

The general infrastructure (teaching rooms, library, etc.) seems appropriate at the moment, though some facilities such as the computers need to be updated in the future. The teaching rooms are well equipped with computers and projectors.

Reply from the Institution

The comment has been noted. **Please refer to pages 11-12 of this document.**

Comment of the Committee

With regard to the Accounting modules, the textbooks and the relevant material seem to be up to date. However, this does not seem to be the case for the finance and other modules.

Reply from the Institution

The note has been noted and the College has taken action to rectify this. **Please refer to pages 12-13 of this document.**

Comment of the Committee

CTL is a teaching oriented institution of higher education, and this is reflected in the qualifications of the group of the teaching staff.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. **Please refer to pages 13-14 of this document.**

Comment of the Committee

All staff have been appointed at the level of lecturer, without a clearly defined career path.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The College has already a clearly defined career path, which was included in the Document 200.1 that we submitted to the Agency of Quality Assurance and Accreditation in Higher Education in December 28th, 2017 and it is presented in pages 91-94. However, in order for all the staff, both

full time and part time, to be aware of this clearly defined career path, the lecturers' handbook has been updated and it includes this information now. Please refer to **Annex G Career Development and Progress** and **Annex H pages 13-15 of Lecturers' Handbook**.

SUGGESTIONS

Comment of the Committee

The title of the program does not reflect its true content. **We strongly recommend** that a number of Finance core courses is added, at an appropriate early stage of the program, and the title of the program is appropriately modified (e.g. Accounting & Finance changes to Accounting & Financial Management). Alternatively, if no change in the content of the program is made, the word "Finance" should be eliminated from the title.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The title of the programme has been modified to **"Accounting, 3 years/180 ECTS, Higher Diploma" plus an optional foundation year**. Please refer to **Annex B Revised Structure of the programme**.

Comment of the Committee

More staff with Ph.D. qualification and experience should be appointed and that will improve the academic content of the program. The research culture in CTL should be improved and appropriate mentoring should be available to junior staff by appropriately qualified and experienced researchers.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. **Please refer to pages 15-19 of this document.**

Comment of the Committee

The setting up of an external academic advisory committee would be beneficial for the improvement of teaching and learning, and the cultivation of research culture at CTL.

Reply from the Institution

The comment has been noted. **Please refer to page 20 of this document.**

Comment of the Committee

The academic staff should have a clearer career path for professional development and progress.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. **Please refer to pages 20-22 of this document.**

Comment of the Committee

The quality of the program would benefit from the introduction of some core introductory courses in the first year of studies, such as Introduction to Management, Introduction to Finance

and Introduction to Economics.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. The College has proceeded in the introduction of the following subjects in the first year of studies:

1. ECO 102 Introduction to Economics
2. MGT 121 Management
3. FIN 221 Business Finance I

In order to implement the introduction of the above subjects in the first year of studies we have slightly modified the structure of the programme as follows:

1. Table B subjects have been included in Table A: General Education Optional subjects.
2. Table C has been renamed to Table B.
3. The optional subjects have been reduced from 7 to 5.
4. The subject ICT II has been classified as a General Education Optional subject and it is included in Table A.

Please refer to **Annex B Revised Structure of the programme** and **Annex C.1 Syllabi of the 3 new courses**.

Comment of the Committee

The English language entry requirement should be higher than the current one, to allow for a more effective learning experience and to keep the failure rate at low levels.

Reply from the Institution

The comment has been noted and we would like to mention that the College complies with the regulations set by the Ministry of Education & Culture of Cyprus. **Please refer to pages 22-24 of this document.**

Comment of the Committee

Each student should be allocated to a personal tutor, who will monitor their performance and provide mentoring/support services.

Reply from the Institution

The comment has been noted and the College has taken action to rectify this. **Please refer to pages 24-26 of this document.**

Comment of the Committee

The library's inventory of books and periodicals, printed or electronic, should be enriched.

Reply from the Institution

The comment has been noted. **Please refer to pages 26-27 of this document.**

ANNEX A	REVISED TEACHING PERSONNEL
ANNEX B	REVISED STRUCTURE OF THE PROGRAMME
ANNEX C.1	SYLLABI OF THE 3 NEW COURSES
ANNEX C.2	REVISED BIBLIOGRAPHY
ANNEX D	ORDERS OF BOOKS
ANNEX E	AGREEMENTS WITH OTHER INSTITUTIONS
ANNEX F	ORGANISATIONAL CHART
ANNEX G	CAREER DEVELOPMENT AND PROGRESS
ANNEX H	PAGES 13-15 OF LECTURERS HANDBOOK
ANNEX I	ERASMUS+ CHARTER
ANNEX J	RESEARCH AND DEVELOPMENT BUDGET 2018
ANNEX K	PRE-AGREEMENT

ANNEX A REVISED TEACHING PERSONNEL

No	Name and Surname	Qualifications				
			Rank	P.T. / F.T.	Code	Course title
1	Dr. Elena Malkawi Programme Coordinator	PhD in Economics BA in Economics	Senior Lecturer	F.T	MKT 222 MGT 212 MGT 223	Market Research Entrepreneurship Organisational Behaviour
2	Maria Petrou	Chartered Certified Accountant Master of Business Administration BSc in Applied Accounting	Lecturer	F.T	ACC 214 ACC 225 ACC 314 ACC 324	Taxation I Taxation II Audit & Assurance I Audit & Assurance II
3	Nastasia Michael	CIPD Advanced Level7 Diploma in HRM MSc in Human Resources & Organisational Behaviour MSc in Management BA in Accounting & Finance	Lecturer	P.T	ACC 112 ACC 123 MGT 215 MGT 224	Management Accounting I Management Accounting II Performance Management I Performance Management II

4	Louiza Yiangou	Chartered Certified Accountant BA in Business Administration	Lecturer	P.T	ACC 113 ACC 124 FIN 223 FIN 313	Financial Accounting I Financial Accounting II Financial Reporting I Financial Reporting II
5	Chrystalla Kazara	Chartered Certified Accountant MBA BA in Business Administration Professional Diploma in Banking Certified Fraud Examiner	Lecturer	P.T	ACC 111 ACC 122 MGT 315 MGT 326	Accountant in Business I Accountant in Business II Financial Management I Financial Management II
6	Dr. Andreas Constantinou	PhD Business Administration PhD Economics MBA Finance BA Economics	Senior Lecturer	P.T	LAW 212 LAW 221 ECO 102 FIN 221	Corporate and Business Law I Corporate and Business Law II Introduction to Economics Business Finance I
7	George Antoniadis	Post Graduate Diploma in Management Bsc in Business Administration/ Marketing	Lecturer	F.T	MKT 120 MGT 222 MGT 121	Public Relations Consumer Behaviour Management
8	Dora Konstantinou	MA in Educational Leadership & Management BSc in Computer Science	Lecturer	F.T	CSC 101 CSC 102	ICT I ICT II

9	Henry Lara	B.A. Applied Linguistics	Lecturer	F.T.	ENG 103 BUS 102 ENG 110 SPA 101 SPA 102	Academic Writing Business Communications Advanced English Spanish I Spanish II
10	Eleonora Efstathiou	MSc Applied Maths BSc Mathematics	Lecturer	P.T.	MAT 102 STA 101 MAT 111 STA 211	Business Maths Business Statistics I Calculus I Business Statistics II
11	Angela Neokleous	MA in Education BA in Philosophy, Education and Psychology	Lecturer	F.T.	MGR 101 MGR 102	Modern Greek I Modern Greek II
12	Konstantinos Papathomas	Dipl. Ing. Architekt (Master of Architecture) Diploma in Architecture Diploma in English Language & Literature and Comparative Literature	Lecturer	F.T.	LIB 117	Cultural Geography

ANNEX B REVISED STRUCTURE OF THE PROGRAMME

ACCOUNTING, 3 years, Higher Diploma, plus an optional foundation year

180 ECTS

1ST SEMESTER				30 ECTS
1	ENG 103	ACADEMIC WRITING	R	6
2	ECO 102	INTRODUCTION TO ECONOMICS	R	6
3	ACC 111	ACCOUNTANT IN BUSINESS I	R	6
4	ACC 112	MANAGEMENT ACCOUNTING I	R	6
5	ACC 113	FINANCIAL ACCOUNTING I	R	6
2ND SEMESTER				30 ECTS
1	FIN 221	BUSINESS FINANCE I	R	6
2	MGT 121	MANAGEMENT	R	6
3	ACC 122	ACCOUNTANT IN BUSINESS II	R	6
4	ACC 124	FINANCIAL ACCOUNTING II	R	6
5	ACC 123	MANAGEMENT ACCOUNTING II	R	6
3RD SEMESTER				30 ECTS
1	CSC 101	ICT I	R	6
2	MAT 102	BUSINESS MATHS	R	6
3	LAW 212	CORPORATE & BUSINESS LAW I	R	6
4	MGT 215	PERFORMANCE MANAGEMENT I	R	6
5	ACC 214	TAXATION I	R	6
4TH SEMESTER				30 ECTS
1	STA 101	BUSINESS STATISTICS I	R	6
2	LAW 221	CORPORATE & BUSINESS LAW II	R	6
3	MGT 224	PERFORMANCE MANAGEMENT II	R	6
4	ACC 225	TAXATION II	R	6

5		ONE OPTIONAL SUBJECT FORM TABLE B	R	6
5TH SEMESTER				30 ECTS
1	FIN 223	FINANCIAL REPORTING I	R	6
2	ACC 314	AUDIT & ASSURANCE I	R	6
3	MGT 315	FINANCIAL MANAGEMENT I	R	6
4		ONE OPTIONAL SUBJECT FROM TABLE A	R	6
5		ONE OPTIONAL SUBJECT FROM TABLE B	R	6
6TH SEMESTER				30 ECTS
1	FIN 313	FINANCIAL REPORTING II	R	6
2	ACC 324	AUDIT & ASSURANCE II	R	6
3	MGT 326	FINANCIAL MANAGEMENT II	R	6
4		ONE OPTIONAL SUBJECT FROM TABLE A	R	6
5		ONE OPTIONAL SUBJECT FROM TABLE A	R	6

TABLE A General Education Requirements Optional subjects			
	Code		ECTS
1	BUS 102	BUSINESS COMMUNICATIONS	6
2	CSC 102	ICT II	6
3	MAT 111	CALCULUS I	6
4	MKT 120	PUBLIC RELATIONS	6
5	MGT 223	ORGANISATIONAL BEHAVIOUR	6
6	STA 211	BUSINESS STATISTICS II	6
7	MKT 222	MARKET RESEARCH	6
8	MGT 222	CONSUMER BEHAVIOUR	6
9	MGT 212	ENTREPRENEURSHIP	6

TABLE B Free Electives			
	Code		ECTS
1	MGR 101	MODERN GREEK I	6
2	MGR 102	MODERN GREEK II	6
3	SPA 101	SPANISH I	6
4	SPA 102	SPANISH II	6
5	ENG 110	ADVANCED ENGLISH	6
6	LIB 117	CULTURAL GEOGRAPHY	6

ANNEX C.1 SYLLABI OF THE 3 NEW COURSES

Course Title	INTRODUCTION TO ECONOMICS				
Course Code	ECO 102				
Course Type	CORE REQUIREMENT COMPULSORY				
Level	DIPLOMA				
Year / Semester	1 ST YEAR / 1 ST SEMESTER				
Teacher's Name	DR. ANDREAS CONSTANTINOU				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	The purpose of this course is to provide students with the knowledge and understanding of the basic microeconomic principles as well as to learn the basic macroeconomic principles and understand how the economy operates as a whole and see how the theories apply in practice.				
Learning Outcomes	<ol style="list-style-type: none">1. Demonstrate an understanding of the basic microeconomic principles and terms: demand, supply, price elasticity.2. Explain the four primary industry structures: perfect competition, monopolistic competition, oligopoly and monopoly.3. Explain the different macroeconomic concepts as well as examine how GDP, inflation and unemployment are measured.4. Identify the different problems associated with inflation and unemployment; both financial and social.5. Explain the importance of the exchange rate market and the balance of payment as well as national and global current economic issues				
Prerequisites	NONE	Required	NO		
Course Content	<p>ECONOMICS AND THE ECONOMY</p> <p>The Economic Problem/The problem of scarcity</p> <p>The Circular flow of income</p> <p>Macroeconomics and Microeconomics</p> <p>DIFFERENT ECONOMIC SYSTEMS</p> <p>The command economy</p> <p>The free-market economy</p> <p>The mixed economy</p> <p>FOUNDATIONS OF MICROECONOMICS</p>				

	<p>DEMAND The relationship between demand and price The demand curve Other determinants of demand</p> <p>SUPPLY Supply and Price The supply curve Other determinants of supply</p> <p>ELASTICITY/TYPES OF ELASTICITY</p> <p>TYPES OF COMPETITION Perfect Competition Monopolistic Competition Oligopoly Monopoly</p> <p>FOUNDATIONS OF MACROECONOMICS</p> <p>NATIONAL INCOME AND ECONOMIC GROWTH Methods of National Income Measurement National Income and the standard of living</p> <p>UNEMPLOYMENT Types of unemployment Causes of unemployment</p> <p>INFLATION Measuring Inflation Types of Inflation Financial and social effects of Inflation</p> <p>BALANCE OF PAYMENTS AND EXCHANGE RATES Balance of payments structure Importance of the current account balance Importance of exchange rates Determination of the exchange rate</p>
Teaching	<u>In the Classroom:</u> Lecturers make use of whiteboards, flipcharts, overhead

Methodology	<p>projector, video material and power point presentations. Students are supplied with handouts on extra or relevant material. Two Personal Computer Labs equipped with Multimedia PCs of the latest technology with the required software, scanners, printers and LCD-Projectors, satisfy the classes' requirements. All PCs are connected to the Internet, through a Broad Band High speed permanent connection using cable technology.</p> <p><u>Web Supported Learning:</u> All the teaching material and the Lecturer's presentations are uploaded on the electronic learning platform of the college as a supporting studying tool.</p> <p><u>Guest Speakers / Visits:</u> External visits to agencies or relevant industry/subject related organizations are arranged. Guest speakers that are experts in their field are invited to address the students. Students are also encouraged to visit industry players and familiarize themselves with the profession they have chosen.</p> <p><u>Teaching Methods:</u> Lectures, presentations, videos, problem and case study discussion, discussion on relevant articles, independent and private study, preparation of projects, fieldwork and group work.</p>																																				
Bibliography	<p>Required Bibliography:</p> <table><tr><td></td><td>Author(s)</td><td>Title</td><td>Publisher/Year</td><td>Edition</td><td>ISBN</td></tr><tr><td>1</td><td>Jeffrey Perloff</td><td>Microeconomics</td><td>Pearson 2016</td><td>7th Global edition</td><td>978-1292056531/pbk</td></tr><tr><td>2</td><td>John Sloman Alison Wride Dean Garatt</td><td>Economics</td><td>Pearson 2015</td><td>9th edition</td><td>978-1-292-06477-2</td></tr></table> <p>Recommended Further Bibliography:</p> <table><tr><td></td><td>Author(s)</td><td>Title</td><td>Publisher/Year</td><td>Edition</td><td>ISBN</td></tr><tr><td>1</td><td>Austan Goolsbee Steven Levitt, Chad Syverson</td><td>Microeconomics</td><td>Worth 2016</td><td>2nd edition</td><td>978-1319153960/pbk.</td></tr><tr><td>2</td><td>David Besanko, Ronald Braeutigam</td><td>Microeconomics</td><td>Wiley 2015</td><td>5th edition</td><td>978-1118716380/pbk.</td></tr></table>		Author(s)	Title	Publisher/Year	Edition	ISBN	1	Jeffrey Perloff	Microeconomics	Pearson 2016	7th Global edition	978-1292056531/pbk	2	John Sloman Alison Wride Dean Garatt	Economics	Pearson 2015	9 th edition	978-1-292-06477-2		Author(s)	Title	Publisher/Year	Edition	ISBN	1	Austan Goolsbee Steven Levitt, Chad Syverson	Microeconomics	Worth 2016	2nd edition	978-1319153960/pbk.	2	David Besanko, Ronald Braeutigam	Microeconomics	Wiley 2015	5 th edition	978-1118716380/pbk.
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Assessment	<p>The final course grade is made up of:</p> <table> <tr> <td>Coursework</td><td>35%</td></tr> <tr> <td>Attendance & Participation</td><td>5%</td></tr> <tr> <td>Final Examination</td><td>60%</td></tr> <tr> <td>The pass mark is</td><td>50%</td></tr> </table> <p>The final semester grade is calculated by combining the coursework mark (weighting for 35%), the participation mark (weighting for 5%) and the final exam mark (weighting for 60%). The coursework grade of each student (35% of the final course grade) is reported through three pieces of assessment. This consists of two tests and one assignment/case study or three tests. The two tests account for 70% of the overall coursework grade and the assignment 30%. In cases that only tests are delivered throughout the semester, the Lecturer decides which two tests account for 35% each of the overall coursework grade and which one 30%.</p> <p>Class/homework and additional tests/quizzes may be used as further pieces of assessment throughout the semester by the Lecturer. Grades on these are incorporated within the two categories of reported assessment described above, and their weight in each reported grade (test or assignment) is based at the discretion of the Lecturer. In addition, class participation is taken into consideration and accounts for 5% of the final course grade.</p> <p>The form of coursework assessment analysed above aims at evaluating the acquisition of knowledge and the application of concepts and techniques by students as well as at developing their analytical and critical thinking skills in the course areas specified in the course content.</p>	Coursework	35%	Attendance & Participation	5%	Final Examination	60%	The pass mark is	50%
Coursework	35%								
Attendance & Participation	5%								
Final Examination	60%								
The pass mark is	50%								
Language	ENGLISH								

Course Title	BUSINESS FINANCE I				
Course Code	FIN 221				
Course Type	CORE REQUIREMENT COMPULSORY				
Level	DIPLOMA				
Year / Semester	1 st YEAR / 2 nd SEMESTER				
Teacher's Name	DR. ANDREAS CONSTANTINOU				
ECTS	6	Lectures / week	3	Laboratories / week	0
Course Purpose and Objectives	The purpose of this course is to deliver to students a comprehensive knowledge of the current financial environment in which business decisions are made, demonstrate the concept of Cost of Capital and Financial Leverage as well as apply these concepts in the determination of the Optimal Capital Structure.				
Learning Outcomes	<ol style="list-style-type: none">1. Identify the current financial environment in which business decisions are made.2. Identify the role, function and users of financial statements.3. Explain the meaning of the primary financial statements, their contents and limitations.4. Explain basic time value methodology and traditional evaluation techniques of capital budgeting analysis.5. Apply basic time value methodology and traditional evaluation techniques of capital budgeting analysis.6. Apply the conceptual relationship between expected return and relevant risk of individual assets and portfolios.7. Apply the theory of expected return and relevant risk in class exercises.				
Prerequisites	NONE		Required	NO	
Course Content	INTRODUCTION TO FINANCE The role of business finance Risk and business finance The relationship between business finance and accounting The organisation of firms				

FINANCIAL ACCOUNTING STATEMENTS AND THEIR INTERPRETATION

The Accounting Statements

Definitions and conventions of accounting

Problems with using accounting information for decision making

VALUE AND CAPITAL BUDGETING

Financial Markets and Net Present Value

Net Present Value

How to Value Bonds and Stocks

Some alternative Investment Rules

Net Present Value and Capital Budgeting

Strategy and Analysis when Using Net Present Value. Revision for Test.

Risk

Capital Market Theory: An overview

Risk and Return: The Capital Asset Pricing Model

An alternative View of Risk and Return: The Arbitrage Pricing Model

Risk, Cost of Capital, and Capital Budgeting

Assignment guidelines

CORPORATE STRUCTURE AND DIVIDEND POLICY

Corporate Financing Decisions and Efficient Capital Markets

Long Term Financing: An Introduction

Capital Structure: Basic Concepts

Capital Structure: Limits to the Use of Debt

Valuation and Capital Budgeting for the Levered Firm

Dividend Policy: Why does it matter

LONG TERM FINANCING

Issuing Securities to the Public

Long – Term Debt

Leasing.

OPTIONS, FUTURES, AND CORPORATE FINANCE

Options and Corporate Finance: Basic Concepts

Options and Corporate Finance: Extensions and Applications

Warrants and Convertibles

Derivatives and Hedging Risk

	<p>FINANCIAL PLANNING AND SHORT-TERM FINANCE Corporate Financial Models and Long-Term Planning Cash Management Credit Management</p> <p>CORPORATION RESTRUCTURING Takeovers and mergers</p>																		
Teaching Methodology	<p><u>In the Classroom:</u> Lecturers make use of whiteboards, flipcharts, overhead projector, video material and power point presentations. Students are supplied with handouts on extra or relevant material. Two Personal Computer Labs equipped with Multimedia PCs of the latest technology with the required software, scanners, printers and LCD-Projectors, satisfy the classes' requirements. All PCs are connected to the Internet, through a Broad Band High speed permanent connection using cable technology.</p> <p><u>Web Supported Learning:</u> All the teaching material and the Lecturer's presentations are uploaded on the electronic learning platform of the college as a supporting studying tool.</p> <p><u>Guest Speakers / Visits:</u> External visits to agencies or relevant industry/subject related organizations are arranged. Guest speakers that are experts in their field are invited to address the students. Students are also encouraged to visit industry players and familiarize themselves with the profession they have chosen.</p> <p><u>Teaching Methods:</u> Lectures, presentations, videos, cartoon analysis, problem and case studies discussion, articles discussion, independent and private study, preparation of projects, fieldwork and group work.</p>																		
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	1	Eddie McLaney	Business Finance: theory and practice	Prentice Hall/ Financial Times 2014	10 th ed.,	978-1-292-01612-2
	2	Frederic S. Mishkin	The Economics of Money, Banking and Financial Markets	Pearson 2016	11 th ed.,	978-1-292-09418-2
	3	Zvi bodies, Alex Kane & Alan J Marus	Essentials of Investments	Irwin/McGraw Hill 2012	9 th ed.,	978-0077502294
Assessment	<p>The final course grade is made up of:</p> <p>Coursework 35%</p> <p>Attendance & Participation 5%</p> <p>Final Examination 60%</p> <p>The pass mark is 50%</p> <p>The final semester grade is calculated by combining the coursework mark (weighting for 35%), the participation mark (weighting for 5%) and the final exam mark (weighting for 60%). The coursework grade of each student (35% of the final course grade) is reported through three pieces of assessment. This consists of two tests and one assignment/case study or three tests. The two tests account for 70% of the overall coursework grade and the assignment 30%. In cases that only tests are delivered throughout the semester, the Lecturer decides which two tests account for 35% each of the overall coursework grade and which one 30%.</p> <p>Class/homework and additional tests/quizzes may be used as further pieces of assessment throughout the semester by the Lecturer. Grades on these are incorporated within the two categories of reported assessment described above, and their weight in each reported grade (test or assignment) is based at the discretion of the Lecturer. In addition, class participation is taken into consideration and accounts for 5% of the final course grade.</p> <p>The form of coursework assessment analysed above aims at evaluating the acquisition of knowledge and the application of concepts and techniques by</p>					

	students as well as at developing their analytical and critical thinking skills in the course areas specified in the course content.
Language	ENGLISH

Course Title	MANAGEMENT				
Course Code	MGT 121				
Course Type	CORE REQUIREMENT COMPULSORY				
Level	DIPLOMA				
Year / Semester	1 ST YEAR / 2nd SEMESTER				
Teacher's Name	GEORGE ANTONIADES				
ECTS	6	Lectures / week	3	Laboratories / week	0
Course Purpose and Objectives	This course aims to deliver an understanding of the nature of organizations, and the impact of external and internal environments on management decisions and business practices. The course describes existing practices of management planning and decision making and shows how to examine and implement the different theories and approaches available for communicating, leading and motivating individuals effectively within organizations. Through the course students will learn to implement a business strategy and different methods in managing personnel.				
Learning Outcomes	<ol style="list-style-type: none">1. Demonstrate an understanding and knowledge of the nature of organizations and how they are managed.2. Identify the impact of internal and external environments on management decisions and business practices3. Choose and apply the different methods and tools available in management planning and decision making4. Analyse and implement the different theories and approaches available for organizing, planning, communicating, leading and motivating individuals effectively within organizations5. Describe the evolution of management through history				
Prerequisites	NONE		Required	NO	
Course Content	INTRODUCTION TO MANAGEMENT Management and Managers: What is management, what do managers do? The evolution of management thought. Historical roots of management practices. Managing in Today's World. Globalization, technology, entrepreneurship. PLANNING Foundations of Planning: Reasons for planning, types of plans, objective setting, SMART.				

	<p>Strategic Management: Steps in the strategic management process, SWOT analysis, formulating strategies.</p> <p>DECISION MAKING The decision making process. The Rational Model of decision making.</p> <p>Decision making styles. Group Decision making.</p> <p>ORGANIZING Fundamentals of Organizing: Division of Labour, Span of control, Authority & Responsibility. Organisational culture, structure and design.</p> <p>Human Resource Management. The HRM activities.</p> <p>Change and Organization Development. Managing change, stress and innovation.</p> <p>DIRECTING Types of work teams, high performance work teams. Motivating. Theories of motivation. Leadership. Approaches to understanding leadership. Communication and Interpersonal Skills.</p> <p>CONTROLLING Foundations of Control Types of Control, barriers and resistance to control, controlling specific aspects of organisational behaviour.</p>
Teaching Methodology	<p><u>In the Classroom:</u> Lecturers make use of whiteboards, flipcharts, overhead projector, video material and power point presentations. Students are supplied with handouts on extra or relevant material. Two Personal Computer Labs equipped with Multimedia PCs of the latest technology with the required software, scanners, printers and LCD-Projectors, satisfy the classes' requirements. All PCs are connected to the Internet, through a Broad Band High speed permanent connection using cable technology.</p> <p><u>Web Supported Learning:</u> All the teaching material and the Lecturer's presentations are uploaded on the electronic learning platform of the college as a supporting studying tool.</p> <p><u>Guest Speakers / Visits:</u> External visits to agencies or relevant industry/subject related organizations are arranged. Guest speakers that are experts in their field are invited to address the students. Students are also encouraged to visit industry players and familiarize themselves with the</p>

	<p>profession they have chosen.</p> <p><u>Teaching Methods:</u> Lectures, presentations, videos, cartoon analysis, problem and case studies discussion, articles discussion, independent and private study, preparation of projects, fieldwork and group work.</p>				
Bibliography	Required Bibliography:				
		Author(s)	Title	Publisher/Year	Edition
	1	Stephen Robbins, Mary Coulter	Management	Pearson 2017	14th ed., 9781292215839
	Recommended Further Bibliography:				
		Author(s)	Title	Publisher/Year	Edition
	1	Samuel C. Certo, S. Trevis Certo	Modern Management: Concepts & Skills	Prentice Hall / 2016	14th edition 978-1-292-09665-0
	2	Ricky Griffin	Management	South-Western College Pub 2016	12th ed., 9781305501294
	3	Luis R. Gomez-Mejia, David Balkin	Management, International Edition	Pearson	2011 978-0132604338
Assessment	<p>The final course grade is made up of:</p> <p>Coursework 35%</p> <p>Attendance & Participation 5%</p> <p>Final Examination 60%</p> <p>The pass mark is 50%</p> <p>The final semester grade is calculated by combining the coursework mark</p>				

	<p>(weighting for 35%), the participation mark (weighting for 5%) and the final exam mark (weighting for 60%). The coursework grade of each student (35% of the final course grade) is reported through three pieces of assessment. This consists of two tests and one assignment/case study or three tests. The two tests account for 70% of the overall coursework grade and the assignment 30%. In cases that only tests are delivered throughout the semester, the Lecturer decides which two tests account for 35% each of the overall coursework grade and which one 30%.</p> <p>Class/homework and additional tests/quizzes may be used as further pieces of assessment throughout the semester by the Lecturer. Grades on these are incorporated within the two categories of reported assessment described above, and their weight in each reported grade (test or assignment) is based at the discretion of the Lecturer. In addition, class participation is taken into consideration and accounts for 5% of the final course grade.</p> <p>The form of coursework assessment analysed above aims at evaluating the acquisition of knowledge and the application of concepts and techniques by students as well as at developing their analytical and critical thinking skills in the course areas specified in the course content.</p>
Language	ENGLISH

ANNEX C.2 REVISED BIBLIOGRAPHY – Please refer to the print out form of the reply for the whole documents.

Course Title	ADVANCED ENGLISH																												
Course Code	ENG 110																												
Bibliography	<p>Recommended Further Bibliography:</p> <table> <tr> <th></th><th>Author(s)</th><th>Title</th><th>Publisher/Y ear</th><th>Editio n</th><th>ISBN</th></tr> <tr> <td>1</td><td>Cambridge University</td><td>Cambridge IELTS 12 Academic Student's Book with Answers Authentic Examination Papers</td><td>Cambridge English, 2017</td><td></td><td>978-131663782 978-1316637845 CD</td></tr> <tr> <td>2</td><td>IELTS Premier with 8 Practice Tests: Online + Book + CD</td><td></td><td>Kaplan, 2016</td><td>3rd ed.,</td><td>978-1506208671</td></tr> <tr> <td>3</td><td>Cambridge University</td><td>Complete IELTS Bands 6.5-7.5</td><td>Cambridge University / 2013</td><td></td><td>978-1-107-63438-1</td></tr> </table>						Author(s)	Title	Publisher/Y ear	Editio n	ISBN	1	Cambridge University	Cambridge IELTS 12 Academic Student's Book with Answers Authentic Examination Papers	Cambridge English, 2017		978-131663782 978-1316637845 CD	2	IELTS Premier with 8 Practice Tests: Online + Book + CD		Kaplan, 2016	3rd ed.,	978-1506208671	3	Cambridge University	Complete IELTS Bands 6.5-7.5	Cambridge University / 2013		978-1-107-63438-1
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1	Cambridge University	Cambridge IELTS 12 Academic Student's Book with Answers Authentic Examination Papers	Cambridge English, 2017		978-131663782 978-1316637845 CD																								
2	IELTS Premier with 8 Practice Tests: Online + Book + CD		Kaplan, 2016	3rd ed.,	978-1506208671																								
3	Cambridge University	Complete IELTS Bands 6.5-7.5	Cambridge University / 2013		978-1-107-63438-1																								

Course Title	BUSINESS MATHS																												
Course Code	MAT 102																												
Bibliography	Required Bibliography: <table border="1"> <thead> <tr> <th></th><th>Author(s)</th><th>Title</th><th>Publisher/Year</th><th>Edition</th><th>ISBN</th></tr> </thead> <tbody> <tr> <td>1</td><td>Michael Sullivan</td><td>College Algebra</td><td>Pearson 2016</td><td>10th ed.,</td><td>978-0-321-97947-6/ hbk.</td></tr> <tr> <td>2</td><td>Jacques Ian</td><td>Mathematics for economics and business</td><td>Pearson 2015</td><td>8th ed.,</td><td>978-1-292-07423-8/ pbk</td></tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>						Author(s)	Title	Publisher/Year	Edition	ISBN	1	Michael Sullivan	College Algebra	Pearson 2016	10th ed.,	978-0-321-97947-6/ hbk.	2	Jacques Ian	Mathematics for economics and business	Pearson 2015	8th ed.,	978-1-292-07423-8/ pbk						
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Course Code	STA 101																												
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1	Mark L.Berenson, David M.Levine & Timothy C.Krehbiel	Basic Business Statistics: Concepts and Applications	Pearson Prentice Hall / 2014	13th edition	978-1292069029																								

Course Title	CONSUMER BEHAVIOUR				
Course Code	MGT 222				
Bibliography	Required Bibliography:				
		Author(s)	Title	Publisher/Year	Edition ISBN
	1	Michael R. Solomon	Consumer behaviour: buying, having, and being	Pearson/Prentice Hall / 2014	11 th edition 978-1292017419
	Recommended Further Bibliography:				
		Author(s)	Title	Publisher/Year	Edition ISBN
	1	Michael R. Solomon ...[et al.]	Consumer Behaviour: A European Perspective	Pearson, 2016	6th edition 978-1292116723

Course Title	CULTURAL GEOGRAPHY				
Course Code	LIB 117				
Bibliography	Required Bibliography:				
		Author(s)	Title	Publisher/Year	Edition ISBN
	1	William Norton, Margaret Walton-Roberts	Cultural Geography: environments, landscapes, identities, inequalities	Oxford University Press / 2013	3 rd edition 978-0195429541
	Recommended Further Bibliography:				
		Author(s)	Title	Publisher/Year	Edition ISBN

	1	Terry G. Jordanbychkov , Mona Domosh , Roderick P. Neumann	Fundamentals of the Human Mosaic: A Thematic Approach to Cultural Geography	W.H. Freeman & Company / 2010	---	978-1429272001
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Course Title	ENTREPRENEURSHIP					
Course Code	MGT 212					
Bibliography	Required Bibliography:					
		Author(s)	Title	Publisher/Year	Edition	ISBN
	1	Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd	Entrepreneurship	McGraw-Hill/Irwin / 2016	10th edition	978-1259255427
	Recommended Further Bibliography:					
		Author(s)	Title	Publisher/Year	Edition	ISBN
	1	Jack M. Kaplan , Anthony C. Warren	Patterns of Entrepreneurship Management	Wiley / 2015	5 th edition	978-1119355281

Course Title	MARKET RESEARCH					
Course Code	MKT 222					
Bibliography	Required Bibliography:					
		Author(s)	Title	Publisher/Year	Edition	ISBN
	1	Matthew Harrison...[et al.]	Market Research in Practice: An Introduction to Gaining Greater Market Insight	Kogan Page / 2016	3 rd edition	9780749475857

	Recommended Further Bibliography:					
		Author(s)	Title	Publisher/Year	Edition	ISBN
	1	Alan Wilson	Marketing research: an integrated approach	Prentice Hall/Financial Times / 2011	3rd edition	978-0273718703

Course Title	MODERN GREEK I					
Course Code	MGR 101					
Bibliography	Required Bibliography:					
		Author(s)	Title	Publisher/Year	Edition	ISBN
	1	Κλεάνθης Αρβανιτάκης Φρόσω Αρβανιτάκη	Επικοινωνήστε Ελληνικά	Δέλτος / 2015	New Edition	978960846413-1
	Recommended Further Bibliography:					
		Author(s)	Title	Publisher/Year	Edition	ISBN
1	Θανάσης Αγάθος... [κ.α]	e-Book: Εκμάθηση της Ελληνικής Γλώσσας – Α1 Available on: http://www.gsae.edu.gr/el/ekpaideftiko-yliko/803-a1	Υπουργείο Παιδείας, δια βίου μάθησης και θρησκευμάτων Ινστιτούτο διαρκούς εκπαίδευσης ενηλίκων	2011	978-960-7335-43-2	
2		e-Database Παιδεία Ομογενών Available on: http://www.ediam.edc.uoc.gr/dias	ΠΑΝΕΠΙΣΤΗΜΙΟ ΚΡΗΤΗΣ - ΠΑΙΔΑΓΩΓΙΚΟ ΤΜΗΜΑ ΔΗΜΟΤΙΚΗΣ ΕΚΠΑΙΔΕΥΣΗΣ -	2018		

			pora/index.php?option=com_content&view=category&id=84&Itemid=481&lang=el	ΕΡΓΑΣΤΗΡΙΟ ΔΙΑΠΟΛΙΤΙΣΜΙ ΚΩΝ ΚΑΙ ΜΕΤΑΝΑΣΤΕ ΥΤΙΚΩΝ ΜΕΛΕΤΩΝ (Ε.ΔΙΑ.Μ.ΜΕ.)		
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Course Title	MODERN GREEK II																												
Course Code	MGR 102																												
Bibliography	<p>Required Bibliography:</p> <table> <tr> <th></th><th>Author(s)</th><th>Title</th><th>Publisher/Year</th><th>Edition</th><th>ISBN</th></tr> <tr> <td>1</td><td>Κλεάνθης Αρβανιτάκης Φρόσω Αρβανιτάκη</td><td>Επικοινωνήστε Ελληνικά</td><td>Δέλτος 2015</td><td>New Edition</td><td>978960846413-1</td></tr> </table> <p>Recommended Further Bibliography:</p> <table> <tr> <th></th><th>Author(s)</th><th>Title</th><th>Publisher/Year</th><th>Edition</th><th>ISBN</th></tr> <tr> <td>1</td><td>Θανάσης Αγάθος... [κ.α]</td><td>e-Book: Εκμάθηση της Ελληνικής Γλώσσας – Α1 Available on: http://www.gsae.edu.gr/el/ekpaidaftiko-yliko/804-a2</td><td>Υπουργείο Παιδείας, δια βίου μάθησης και θρησκευμάτων/ Ινστιτούτο διαρκούς εκπαίδευσης ενηλίκων</td><td>2011</td><td>978-960-7335-44-9</td></tr> </table>						Author(s)	Title	Publisher/Year	Edition	ISBN	1	Κλεάνθης Αρβανιτάκης Φρόσω Αρβανιτάκη	Επικοινωνήστε Ελληνικά	Δέλτος 2015	New Edition	978960846413-1		Author(s)	Title	Publisher/Year	Edition	ISBN	1	Θανάσης Αγάθος... [κ.α]	e-Book: Εκμάθηση της Ελληνικής Γλώσσας – Α1 Available on: http://www.gsae.edu.gr/el/ekpaidaftiko-yliko/804-a2	Υπουργείο Παιδείας, δια βίου μάθησης και θρησκευμάτων/ Ινστιτούτο διαρκούς εκπαίδευσης ενηλίκων	2011	978-960-7335-44-9
	Author(s)	Title	Publisher/Year	Edition	ISBN																								
1	Κλεάνθης Αρβανιτάκης Φρόσω Αρβανιτάκη	Επικοινωνήστε Ελληνικά	Δέλτος 2015	New Edition	978960846413-1																								
	Author(s)	Title	Publisher/Year	Edition	ISBN																								
1	Θανάσης Αγάθος... [κ.α]	e-Book: Εκμάθηση της Ελληνικής Γλώσσας – Α1 Available on: http://www.gsae.edu.gr/el/ekpaidaftiko-yliko/804-a2	Υπουργείο Παιδείας, δια βίου μάθησης και θρησκευμάτων/ Ινστιτούτο διαρκούς εκπαίδευσης ενηλίκων	2011	978-960-7335-44-9																								

Course Title	ORGANISATIONAL BEHAVIOUR																
Course Code	MGT 223																
Bibliography	<p>Required Bibliography:</p> <table> <tr> <th></th><th>Author(s)</th><th>Title</th><th>Publisher/Year</th><th>Edition</th><th>ISBN</th></tr> <tr> <td>1</td><td>Stephen P.Robbins & Timothy</td><td>Organizational Behavior</td><td>Pearson/Prentice Hall / 2016</td><td>17th edition</td><td>978-129214-630-0</td></tr> </table>						Author(s)	Title	Publisher/Year	Edition	ISBN	1	Stephen P.Robbins & Timothy	Organizational Behavior	Pearson/Prentice Hall / 2016	17 th edition	978-129214-630-0
	Author(s)	Title	Publisher/Year	Edition	ISBN												
1	Stephen P.Robbins & Timothy	Organizational Behavior	Pearson/Prentice Hall / 2016	17 th edition	978-129214-630-0												

		A.Judge				
	Recommended Further Bibliography:					
		Author(s)	Title	Publisher/Year	Edition	ISBN
	1	Andrzej A. Huczynski, David Buchanan.	Organizational Behaviour: an introductory text	Pearson Education / 2017	9 th edition	978-1-292-09288-1

Course Title	PUBLIC RELATIONS				
Course Code	MKT 120				
Bibliography	Required Bibliography:				
		Author(s)	Title	Publisher/Year	Edition ISBN
	1	Dennis L. Wilcox ... [et al.]	Public Relations: Strategies and Tactics	Pearson / 2014	11 th edition 978-1-29205-658-6
	Recommended Further Bibliography:				
		Author(s)	Title	Publisher/Year	Edition ISBN
	1	Fraser P. Seitel	The Practice of Public Relations	Pearson / 2016	13th edition 978-013417 0114
	2	Allen H. Center...[et al]	Public relations practices: managerial case studies and problems	Pearson/Prentice Hall / 2013	8th edition 978-013335 4058

ANNEX D ORDERS OF BOOKS

Names: Entrepreneurship

2018.5.22-- AMAZON

Order# 114-2684455-6482629

A/A	AUTHOR	TITLE	ISBN	EDITION	PUBLISHER	Price
1	Patterns of Entrepreneurship Management	Jack M. Kaplan , Anthony C. Warren	978-1119355281	5th ed .,2015	John Wiley & Sons	84.32 €
					Shipping	7.04 €
					total	91.36 €

Order number:205-5206261-6604320

NAMES: Public relations practices: managerial case studies and problems

18/05/2018

Supplier: amazon

A/A	TITLE	AUTHOR	ISBN	EDITION	PUBLISHER	PRICE IN £
1	Public relations practices: managerial case studies and problems	Allen H. Center...[et al]	978-0133354058	8th ed., 2013	Pearson/Prentice Hal	£12.24
					Postage & Packing:	£8.00
					Total:	£20.24

2018.5.17--LBS--BOOKLIST--7

A/A	AUTHOR	TITLE	ISBN	EDITION	PUBLISHER	Price
1	Basic Business Statistics	Mark L Berenson , David Levine, Kathryn A. Szabat	978-1292069029	13th ed., 2014	Pearson	£57.99

2	Consumer Behavior	Michael R. Solomon	978-1292017419	1th ed., 2014	Pearson	£57.99
3	Consumer Behaviour: A European Perspective	Michael R. Solomon ...[et al.]	978-1292116723	6th ed., 2016	Pearson	£54.99
4	Entrepreneurship	Robert Hisrich , Michael Peters, Dean Shepherd	978-1259255427	10th ed., 2016	McGraw-Hill Education	£50.99
5	Marketing Research: An Integrated Approach	Alan Wilson	978-0273718703	3rd ed., 2011	Financial Times/ Prentice Hall	£58.99
6	The Practice of Public Relations	Fraser P. Seitel	978-0134170114	13th ed., 2016	Pearson	£56.99
7	IELTS Premier with 8 Practice Tests: Online + Book + CD		978-1506208671		Kaplan	£16.99
8	Cambridge IELTS 12 Academic Student's Book with Answers Authentic Examination Papers		978-131663782	2017	Cambridge English	£21.99
9	Cambridge IELTS 12 Academic Student's Book with Answers Authentic Examination Papers (CD)		978-1316637845		Cambridge English	£49.00

£354.93

ACCA F6

2018.3.30--Galaxy Books--1

Inv: SI00000225

30/03/2018

A/A	AUTHOR	TITLE	ISBN	EDITION	PUBLISHER	Price
1	Ilia A. KammitiMichaelides & Charalambos - Marios S. Karapatakis	Cyprus Corporate and Business law	9789963955800	5th ed.		98.00 €
						98.00 €

2018.3.19--CTR Publications--1

A/A	AUTHOR	TITLE	ISBN	EDITION	PUBLISHER	Price
1	Savvas E. Savvides	Acca Professional Examinations Textbook for Cyprus Variant Paper F6	978-9963-595-80-8	20th ed., 2018	CTR Publication	
2	Savvas E. Savvides	Acca Professional Examinations Revision Kit for Cyprus Variant Paper F6	978-9963-595-81-5	20th ed., 2018	CTR Publication	
						155.00 €
						5.05 €
						160.05 €

Business Finance

2018.2.28--LBS--BOOKLIST--5

A/A	AUTHOR	TITLE	ISBN	EDITION	PUBLISHER	Price
1	Economics of Money, Banking and Financial Markets	Frederic S. Mishkin	Pearson	11th ed., 2016	9781292094182	£54.89
2	Entrepreneurial Finance: Finance and Business Strategies for the Serious	Steven Rogers	McGraw-Hill Education;	3rd ed., 2014	978-0071825399	£53.19
3	Introduction to Finance : Markets, Investments, and Financial Management	Ronald W. Melicher and Edgar A. Norton	John Wiley & Sons INC International Concepts	15th e., 2013	9781118492673	£79.40
						£187.48

		2018.2.8--LBS--BOOKLIST--4				
A/A	AUTHOR	TITLE	ISBN	EDITION	PUBLISHER	Price
1	Fred R. David , Forest R. David	Strategic Management: A Competitive Advantage Approach, Concepts and Cases	978-1292148496	17th ed., 2016	Pearson	£49.39
2	Richard Lynch	Strategic Management	978-1292211404	8th ed., 2018	Pearson	£52.24
3	Courtland L. Bovee , John V. Thill	Business in Action	978-1292160634	8th ed., 2016	Pearson	£56.99
						£158.62

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REQUEST FOR INFORMATION 06/12/2017

GBP								GBP
A/	LIST	AUTHOR	TITLE	PUBLISHER	EDITION	ISBN		PRICE
A								
19	37.99	STEPHEN GILMORE, LISA GLENNON	HAYES & WILLIAMS FAMILY LAW	OXFORD	5TH ED, 2016	978-0198753087		36.09
20	38.99	JONATHAN HERRING	FAMILY LAW	PEARSON	8TH ED, 2017	978-1292155241		37.04
21	35.99	GILLIAN PHILIPS, KAREN SCOTT	EMPLOYMENT LAW	CLP (COLLEGE OF LAW PUB)	2017	978-1911269380		34.19
22	12.99	JONATHAN HERRING	LAW EXPRESS: FAMILY LAW	PEARSON	6TH ED, 2016	978-1292086897		12.34
23	12.99	DAVID CABRELLI	LAW EXPRESS: EMPLOYMENT LAW	PEARSON	5TH ED, 2016	978-1292086828		12.34
24	46.50	STEPHEN BRAINBRIDGE	CORPORATE LAW (CONCEPTS AND INSIGHTS)	FOUNDATIO N PRESS	3RD ED, 2015	978-1609304713		44.17
25	36.95	PAUL DAVIES, SARA WORTHINGTON	GOWER PRINCIPLES OF MODERN COMPANY	SWEET & MAXWELL	10TH ED, 2016	978-0414056268		35.10

26	50.00	LOUISE GULLIFER, JENIFER PAYNE	CORPORATE FINANCE LAW: PRINCIPLES AND POLICY	BLOOMSBURY	2ND ED, 2015	978-1849466004	47.50
27	12.99	CHRIS TAYLOR	LAW EXPRESS: COMPANY LAW	PEARSON	4TH ED, 2016	978-1292086941	12.34
28	32.99	MARTIN DIXON	MODERN LAND LAW	ROUTLEDGE	10TH ED, 2016	978-1138958098	31.34
29	31.99	JUDITH-ANNE MACKENZIE	TEXTBOOK ON LAND LAW	OXFORD	16TH ED, 2016	978-0198748373	30.39
30	12.99	JOHN DUDDINGTON	LAW EXPRESS: LAND LAW	PEARSON	7TH ED, 2018	978-1292210179	12.34
31	14.95	MICHAEL HALEY	NUTSHELLS LAND LAW	SWEET & MAXWELL	10TH ED, 2016	978-0414052451	14.20
32	29.99	CATHERINE ELLIOTT, FRANCES QUINN	CONTRACT LAW	PEARSON	11TH ED, 2017	978-1292147093	28.49
33	14.95	ROBERT DUXBURY	NUTSHELLS CONTRACT LAW	SWEET & MAXWELL	10TH ED, 2015	978-0414035836	14.20
34	32.99	TT ARVIND	CONTRACT LAW	OXFORD	2017	978-0198703471	31.34
35	33.99	ELIZABETH MACDONALD, RUTH ATKINS	KOFFMAN & MACDONALDS LAW OF CONTRACT	OXFORD	8TH ED 2014	978-0199644834	32.29
36	38.99	BRIAN SLOAN	BORKOWSKI'S LAW OF SUCCESSION	OXFORD	3RD ED, 2017	978-0198757924	37.04
37	36.95	ROGER KERRIDGE	PARRY AND KERRIDGE: THE LAW OF SUCCESSION	SWEET & MAXWELL	13TH ED, 2016	978-0414033580	35.10
38	92.99	WILLIAM P. STATSKY	INTRODUCTION TO PARALEGALISM. PERSPECTIVES, PROBLEMS & SKILLS	CENGAGE	8TH ED, 2015	978-1285449050	88.34
39		KATHERINE CURRIER	INTRODUCTION TO PARALEGAL STUDIES: A CRITICAL THINKING APPROACH	WOLTERS KLUWER LAW	6TH ED, 2017	978-1454873426	174.55
40	65.99	CONNIE SCUDERI	INTRODUCTION TO LAW & PARALEGAL STUDIES	MCGRAW HILL	2007	978-0073524634	65.99
41	32.99	HILLAIRE BARNETT	CONSTITUTIONAL & ADMINISTRATION LAW	ROUTLEDGE	12TH ED, 2017	978-1138208797	31.34
42	28.99	NEIL PARPWORTH	CONSTITUTIONAL & ADMINISTRATION LAW	OXFORD U.P.	9TH ED, 2016	978-0198747529	27.54
43	12.99	CHRIS TAYLOR	LAW EXPRESS CONSTITUTIONAL LAW	PEARSON	5TH ED, 2016	978-1292086958	12.34
44	62.99	WILLIAM A. SABIN	THE GREGG REFERENCE MANUAL: A MANUAL OF STYLE, GRAMMAR, USAGE AND FORMATTING	MCGRAW-HILL	TRIBUTE ED, 2010	978-0073397108	59.84
45	16.99	SUE FRANCE	THE DEFINITIVE PERSONAL ASSISTANT & SECRETARIAL HANDBOOK: A BEST PRACTICE GUIDE FOR ALL SECRETARIES	KOGAN PRESS	3RD ED, 2015	978-0749474768	16.14
46		DEBORAH E. BOUCHOUX	LEGAL RESEARCH AND WRITING FOR PARALEGALS	WOLTERS KLUWER LAW	8TH ED, 2016	978-1454873358	161.95

47	####	JENNITHER ALBRIGHT, WILLIAM PUTMAN	LEGAL RESEARCH, ANALYSIS & WRITING	CENGAGE DELMAR LEARNING	4TH ED, 2017	978- 1305948372	104.00
48	66.99	JEFFREY PERLOFF	MICROECONOMICS	PEARSON	7TH GLOBAL ED 2015	978- 1292056531	63.64
49	58.99	AUSTAN GOOLSBEE&STEVEN LEVITT&CHAD SYVERSON&	MICROECONOMICS	WORTH	2ND ED 2017	978- 1319153960	56.04
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51	52.99	ANDRZEJ A. HUCZYNSKI, DAVID A. BUCHANAN	ORGANIZATIONAL BEHAVIOUR	PEARSON	9ED 2016	978- 1292092881	50.34
52	13.99	BARBARA PACHTER	THE ESSENTIALS OF BUSINESS ETIQUETTE: HOW TO GREET, EAT AND TWEET YOUR WAY TO SUCCESS	MCGRAW HILL	2013	978 0071811262	13.29
53		JEFFREY L. SEGLIN	THE SIMPLE ART OF BUSINESS ETIQUETTE: HOW TO RISE TO THE TOP BY PLAYING NICE	TYCHO PRESS	2016	978- 1623156886	10.99
54	0.00	EMILY POST, WILLIAM HANSON	ETIQUETTE: THE ORIGINAL GUIDE TO CONDUCT IN SOCIETY, BUSINESS, HOME, AND MORE	SKYHORSE PUBLISHING	2017	978- 1510723399	14.99
55	30.00	LIZ SOARS	NEW HEADWAY ELEMENTARY STUDENT'S BOOK	OXFORD U.P.	4TH ED, 2011	978- 0194769129	30.00
56	20.00	JOHN AND LIZ SOARS	NEW HEADWAY: ELEMENTARY WORKBOOK	OXFORD U.P.	4TH ED, 2011	978- 0194770521	20.00
57	39.90	JOHN AND LIZ SOARS	NEW HEADWAY: ELEMENTARY TEACHERS BK	OXFORD U.P.	4TH ED, 2011	978- 0194769112	39.90
58	75.00	JOHN AND LIZ SOARS	NEW HEADWAY: ELEMENTARY CDS	OXFORD U.P.	4TH ED, 2011	978 0194769075	75.00
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70	36.00		ACCA F5 STUDY TEXT. PERFORMANCE MANAGEMENT (PM)	KAPLAN	2017	978-1784158101	34.20
71	36.00		ACCA F6 COMPLETE TEXT. TAXATION UK (TX) - FINANCE ACT 2016	KAPLAN	2017	978-1784156787	34.20
			PRICES INCLUDE DELIVERY				2168.05
			THIS IS A CONDITIONAL OFFER, SUBJECT TO CONFIRMATION				

Lessons: Academic writing/ Calculus /Court of Justice Law I

2017.12.13--LBS--
BOOKLIST--3A(FINAL)

Supplier: LBS						
A/A	AUTHOR	TITLE	PUBLISHER	EDITION	ISBN	PRICE IN £
1	LANGAN, JOHN	COLLEGE WRITING SKILLS WITH READINGS	MCGRAW HILL	9TH ED. 2013	978-1259072093	44.64
2	STEPHEN BAILEY	ACADEMIC WRITING: A HANDBOOK FOR INTERNATIONAL STUDENTS	ROUTLEDGE	4TH ED. 2014	978 1138778504	23.74
3	ALICE OSHIMA	LONGMAN ACADEMIC WRITING SERIES 3: PARAGRAPHS TO ESSAYS	PEARSON	4TH ED.2012	978 0134663326	28.99
4	ALICE OSHIMA	LONGMAN ACADEMIC WRITING SERIES 4: ESSAYS, WITH ESSENTIAL ONLINE RESOURCES	PEARSON	5TH ED. 2016	978 0134663319	28.99
5	HOWARD ANTON, IRL C. BIVENS, STEPHEN DAVIS	CALCULUS EARLY TRANSCENDENTALS	WILEY	10ED ISE 2013	978-1119248903	46.52
6	HOWARD ANTON, IRL C. BIVENS, STEPHEN DAVIS	CALCULUS: LATE TRANSCENDENTALS	WILEY	10ED ISE 2012	978-1118092484	46.52
7	JOHN COOKE	LAW OF TORT	PEARSON	13TH ED, 2017	978 1292176079	33.24
8	JOHN CHILD, DAVID ORMEROD	SMITH, HOGAN AND ORMERODE'S ESSENTIALS OF CRIMINAL LAW	OXFORD	2ND ED., 2017	978-0198788683	31.34
9	CATHERINE ELLIOTT, FRANCIS QUINN	CRIMINAL LAW	PEARSON	11TH ED, 2016	978-1292088839	28.49
10	CATHERINE ELLIOTT, FRANCES QUINN	TORT LAW	PEARSON	11TH ED, 2017	978-1292156095	28.49

340.96

Order number: #202-6531398-0566746

NAMES FIN 222 MONEY AND THE FINANCIAL INSTITUTIONS

:

		27/09/2017	Supplier: amazon				
A/A	TITLE	AUTHOR	ISBN	EDITION	PUBLISHER	PRICE IN £	PRICE IN EURO
1	The Money Machine: How the City Works	Philip Coggan	978-0141980737	Penguin	2015	£17.32	19.73 €

Order number: CTL1725QT

NAMES computer systems & Networking

:

2017.6.28.--LBS--BOOK LIST --2

Supplier: LBS

A/A	TITLE	AUTHOR	ISBN	EDITION	PUBLISHER	PRICE IN £	PRICE IN EURO
1	Operating system concepts	Abraham Silberschatz, Peter Baer Galvin, Greg Gagne	978-1118093757	9 th ed., 2013	John Wiley & Sons	41.79	49.16
2	Operating Systems: Internals and Design Principles	William Stallings	978-1292061351	8 th ed., 2014	Prentice Hall	56.99	67.05
3	C++ How to Program	P.J.Deitel & H.M.Deitel	978-1292153452	10 th ed., 2017	Pearson Prentice Hall	64.88	76.33
4	Data and computer communications	William Stallings	978-0133506488	10 th ed., 2013	Pearson	56.04	65.93
5	Systems Analysis and Design	Kenneth Kendall, Julie Kendall	978-0273787105	9th ed., 2013	Pearson/Prentice Hall	63.64	74.87
6	Cloud Computing: From Beginning to End	Mr. Ray J Rafaels	9781511404587	2015	CreateSpace Independent Publishing Platform	20.95	24.65
7	Fundamentals of Database Systems	Ramez Elmasri, Shamkant B. Navathe	978-1292097619	7 th ed., 2016	Pearson/Addison Wesley	50.34	59.22
8	Database Concepts	David M.Kroenke & David J.Auer	978-1292076232	7th edition, 2015	Prentice Hall	63.64	74.87
9	Technical Writing and Professional Communication: For Nonnative Speakers of English	Thomas N. Huckin , Leslie A. Olsen	9780070308251	2 nd ed., 1990	McGraw-Hill	25.00	29.41
10	Guide to Networking Essentials	Greg Tomsho	978-1305105430	7th ed., 2015	Course Technology	118.75	139.71
						562.02	661.20

corporate law / Financial reporting

Order number:
202-4822561-4789136/ 202-7950477-8805166

NAMES
:

24.7.2017

Supplier: amazon

A/A	TITLE	AUTHOR	ISBN	EDITION	PUBLISHER	PRICE IN £	PRICE IN EURO
1	Company Law	Alan Dignam, John Lowry	OUP Oxford	978-0198753285	9th ed., 2016	£27.66	
2	Principles of Corporate Finance Law	Eilis Ferran, Look Chan Ho	Oxford University	978-0199671359	2nd ed., 2014	£42.74	
3	ACCA F4 Corporate and Business Law (UK) - Complete Text (Acca Complete Texts)		Kaplan Publishing	978-1784156756	2016	£30.61	
4	International Financial Reporting: A Practical Guide: A Practical Guide	Alan Melville	Pearson Education Limited	978-1292086231	5th ed., 2015	£41.58	
5	Advanced Financial Accounting: An International Approach	Prof Jagdish Kothari, Elisabetta Barone	Financial Times/ Prentice Hall	978-0273712749	2010	£16.20	
6	Analysing Financial Statements for Non-Specialists	Jim O'Hare	Routledge	978-0415624732	2013	£26.77	
7	Advanced Financial Reporting: A Complete Guide to IFRS	Mr Derry Cotter	Financial Times/ Prentice Hall	978-0273732358	2011		
8	Qualitative Research & Evaluation Methods: Integrating Theory and Practice	Michael Quinn Patton	SAGE Publications	978-1412972123	4th ed., 2015		
						£185.56	
						Estimated Postage & Packaging	
						Estimated Order Total	£24.24
						£209.80	237.9

Order number: Order #202-4448445-3882708
Order #202-1584237-2505134

NAME college algebra, economics
S:

6.7.2017

202-1584237-2505134

A/A	TITLE	AUTHOR	ISBN	EDITION	PUBLISHER	PRICE IN £	PRICE IN EURO
1	College Algebra	Michael Sullivan	Pearson	10th ed., 2014	978-0321979476	£136.99	156.00
2	Mathematics for Economics and Business	Mr Ian Jacques	Pearson	8th ed., 2015	978-1292074238	£42.49	48.39
3	Economics	Paul A Samuelson, William D Nordhaus	McGraw-Hill Education	19th ed.,2009	978-0070164956	£14.12	16.08
4	Economics	Mr John Sloman, Dean Garratt , Prof Alison Wride	Pearson	9th ed., 2014	978-1292064772	£45.89	52.26
5	International Business	Ricky W. Griffin, Michael Pustay	Pearson	8th ed., 2014	978-1292018218	£52.69	60.00
6	Marketing Channels: A Management View	Bert Rosenbloom	South-Western College Pub	8th ed., 2012	978-0538477604	£51.35	58.48
						£343.53	391.21
					Estimated Postage & Packaging	£22.91	26.10
						£366.44	417.31

Order number: 205-6389149-3673101

NAMES Marketing management/Strategic Management/Marketing Management, planning& control
:

21.06.2017

Supplier: Amazon

A/A	TITLE	AUTHOR	ISBN	EDITION	PUBLISHER	HBK/PBK	PRICE	price in euro
1	A Preface to Marketing Management	J. Paul Peter, James H Donnelly Jr	14th ed., 2014	978-0077861063	McGraw-Hill Education	pbk	£109.19	
2	Marketing Management: The Big Picture	Christie L. Nordhielm, Marta Dapena-Baron	2014	978-1118014554	John Wiley & Sons; Pap/Psc	pbk	£62.99	
3	Marketing Management	Philip Kotler, Kevin Lane Keller	15th ed., 2015	978-1292092737	Pearson	pbk	£62.37	

4	Essentials of Strategic Management	J. David Hunger, Thomas L. Wheelen	5th ed., 2013	978-1292020907	Pearson	pbk	£55.64	
							290.19	
							Estimated Postage & Packaging	£10.79
								£300.98 341.29 €

Order number: 202-9101910-6949940

NAMES Marketing management/Strategic Management/Marketing Management, planning& control
:

16.6.2017

Supplier: Amazon

A/A	TITLE	AUTHOR	ISBN	EDITION	PUBLISHER	HBK/PBK	PRICE	price in euro
1	A Preface to Marketing Management	J. Paul Peter, James H Donnelly Jr	14th ed., 2014	978-0077861063	McGraw-Hill Education	pbk	£109.19	
2	Marketing Management: The Big Picture	Christie L. Nordhielm, Marta Dapena-Baron	2014	978-1118014554	John Wiley & Sons; Pap/Psc	pbk	£62.99	
3	Marketing Management	Philip Kotler, Kevin Lane Keller	15th ed., 2015	978-1292092737	Pearson	pbk	£62.37	
4	Essentials of Strategic Management	J. David Hunger, Thomas L. Wheelen	5th ed., 2013	978-1292020907	Pearson	pbk	£55.64	
							290.19	

ANNEX E AGREEMENTS WITH OTHER INSTITUTIONS - Please refer to the print out form of the reply for the whole documents.



Erasmus+ Programme

Key Action 1 – Mobility for learners and staff – Higher Education Student and Staff Mobility

Inter-institutional¹ agreement 2017-20[21]² between programme countries [Minimum requirements]³

The institutions named below agree to cooperate for the exchange of students and/or staff in the context of the Erasmus+ programme. They commit to respect the quality requirements of the Erasmus Charter for Higher Education in all aspects related to the organisation and management of the mobility, in particular the recognition of the credits awarded to students by the partner institution.

A. Information about higher education institutions

Name of the institution (and department, where relevant)	Erasmus code	Contact details ⁴ (email, phone)	Website (eg. of the course catalogue)
THE CTL EUROCOLLEGE	CY LARNACA06	Erasmus Coordinator: Georgios Afxentiou afxentioug@ctleuro.ac.cy +357 99385305	www.ctleuro.ac.cy http://ctleuro.ac.cy/erasmus/
UNIVERSIDAD CATOLICA SAN ANTONIO DE MURCIA	E MURCIA05	Institutional coordinato: Pablo Blesa pbleza@ucam.edu Av. de los Jerónimos 135, 30107 Guadalupe, Murcia, Spain Erasmus Coordinator:	www.ucam.edu http://www.ucam.edu/servicios/internacional/movilidad/erasmus/required-documents




¹ Inter-institutional agreements can be signed by two or more higher education institutions

² Higher Education Institutions have to agree on the period of validity of this agreement

³ Clauses may be added to this template agreement to better reflect the nature of the institutional partnership.

⁴ Contact details to reach the senior officer in charge of this agreement and of its possible updates.

G. SIGNATURES OF THE INSTITUTIONS (legal representatives)

Institution [Erasmus code]	Name, function	Date	Signature*
CY LARNACA06	Mr. Andreas Papathomas Executive Director	21/12/2016	
E MURCIA05	D. José Luis Mendoza President		 

* Scanned signatures are accepted

Erasmus+ Programme

Key Action 1 – Mobility for learners and staff – Higher Education Student and Staff Mobility

Inter-institutional¹ agreement 2015-2021² between institutions from programme and partner countries

[Minimum requirements]³

The institutions named below agree to cooperate for the exchange of students and/or staff in the context of the Erasmus+ programme. They commit to respect the quality requirements of the Erasmus Charter for Higher Education in all aspects of the organisation and management of the mobility, in particular the recognition of the credits (or equivalent) awarded to students by the partner institution. The institutions also commit to sound and transparent management of funds allocated to them through Erasmus+.

A. Information about the higher education institutions

Full name of the institution / country	Erasmus code or city ⁴	Name of the contact person	Contact details (email, phone)	Website (eg. of the course catalogue)
THE CTL EUROCOLLEGE	CY LARNACA06	Erasmus Coordinator: Georgios Afrentiou	Email: afrentiou@ctleuro.ac.cy Phone: +357 25736501	www.ctleuro.ac.cy http://www.ctleuro.ac.cy/en/1-academic-affairs/1-erasmus
Tbilisi State Academy of Art	Tbilisi GE (PIC 935250139)	Maya Kipiani, Head of the Department of International Relations	Address: 22 Griboyedov Str., Tbilisi 0108, Georgia phone: +995322936959 mob.: +995595593393 maya.kipiani@art.edu.ge	www.art.edu.ge

¹ Inter-institutional agreements can be signed by two or more higher education institutions (HEIs), at least one of them must be located in a Programme Country of Erasmus+.


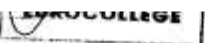

² Higher education institutions have to agree on the period of validity of this agreement.

³ Clauses may be added to this template agreement to better reflect the nature of the institutional partnership.

⁴ Higher Education Institutions (HEI) from Erasmus+ programme countries should indicate their Erasmus code while Partner Countries HEI should mention the city where they are located.

Tbilisi GE	Maya Kipiani, Head of the Department of International Relations phone: +995322936959 mob.: +995595593393 maya.kipiani@art.edu.ge	www.art.edu.ge
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SIGNATURES OF THE INSTITUTIONS (legal representatives)

Institution (Erasmus code or name and city)	Name, function	Date	Signature
CY LARNACA06	Mr. Andreas Papathomas Executive Director THE CTL EUROCOLLEGE	1/11/2017	 
Tbilisi GE	George Gugushvili Rector, Professor	2/11/2017	

Erasmus+ Programme

Key Action 1 – Mobility for learners and staff – Higher Education Student and Staff Mobility

Inter-institutional¹ agreement 2015-2021² between institutions from programme and partner countries

[Minimum requirements]³

The institutions named below agree to cooperate for the exchange of students and/or staff in the context of the Erasmus+ programme. They commit to respect the quality requirements of the Erasmus Charter for Higher Education in all aspects of the organisation and management of the mobility, in particular the recognition of the credits (or equivalent) awarded to students by the partner institution. The institutions also commit to sound and transparent management of funds allocated to them through Erasmus+.

A. Information about the higher education institutions

Full name of the institution / country	Erasmus code or city ⁴	Name of the contact person	Contact details (email, phone)	Website (eg. of the course catalogue)
THE CTL EUROCOLLEGE	CY LARNACA06	Erasmus Coordinator: Georgios Afxentiou	Email: afxentioug@ctleuro.ac.cy Phone: +357 25736501	www.ctleuro.ac.cy http://www.ctleuro.ac.cy/en/1-academic-affairs/1-erasmus
Universum College KOSOVO	PRISHTINA	Arlinda Qehaja, International Office	Tel. +381 38 555 315 Email: arlinda@universum-ks.org erasmus@universum-ks.org	www.universum-ks.org



¹ Inter-institutional agreements can be signed by two or more higher education institutions (HEIs), at least one of them must be located in a Programme Country of Erasmus+.

² Higher education institutions have to agree on the period of validity of this agreement.

³ Clauses may be added to this template agreement to better reflect the nature of the institutional partnership.

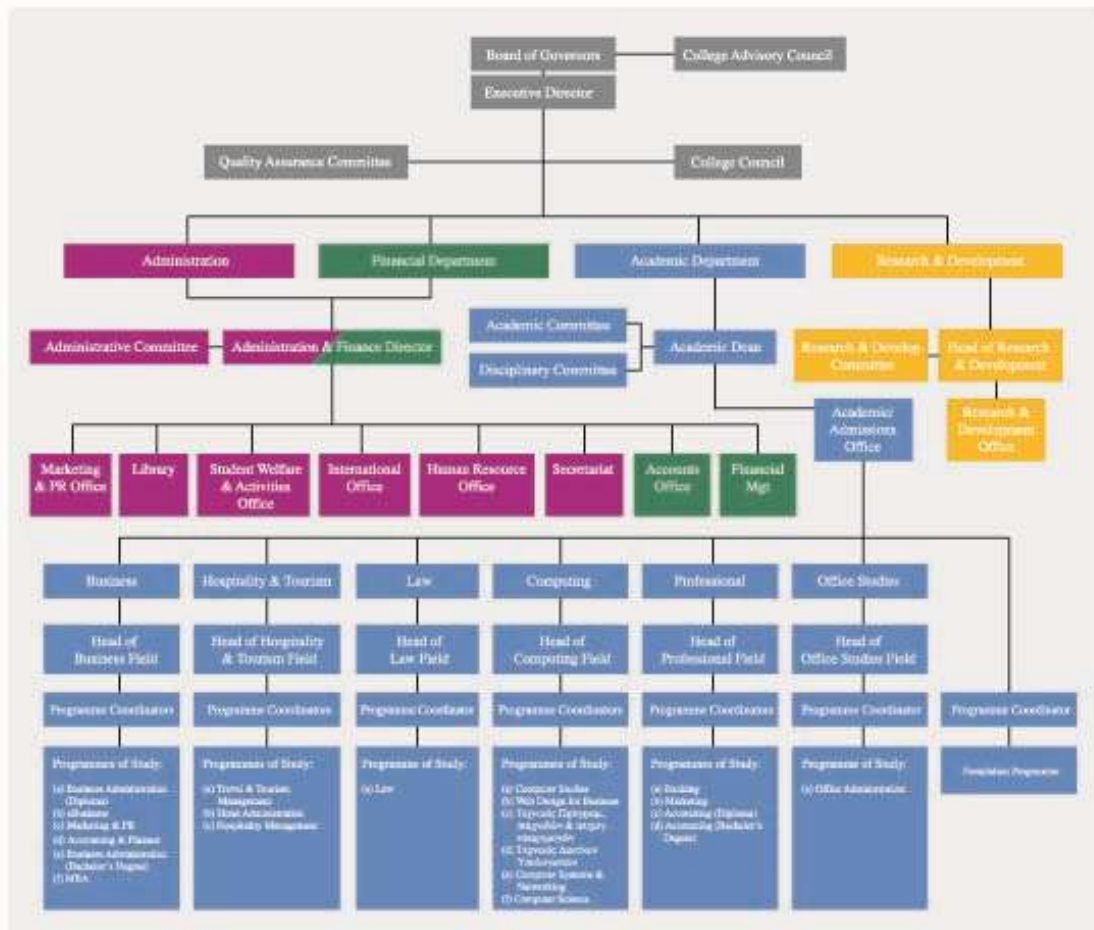
⁴ Higher Education Institutions (HEI) from Erasmus+ programme countries should indicate their Erasmus code while Partner Countries HEI should mention the city where they are located.

SIGNATURES OF THE INSTITUTIONS (legal representatives)

Institution [Erasmus code or name and city]	Name, function	Date	Signature
CY LARNACA06	Mr. Andreas Papaioannas Executive Director THE CTL EUROCOLLEGE	1/11/2017	 THE CTL EUROCOLLEGE
PRISHTINA	Arlinda Qehaja, MBA Head of International Office Universum College	25/10/2017	 Universum College

ANNEX F ORGANISATIONAL CHART

The everyday functioning and running of the College is based on the following organization chart:



ANNEX G CAREER DEVELOPMENT AND PROGRESS

Career Development and Progress

The professional career development of the Academic Staff members and their involvement in research, either on an individual basis or under the umbrella of CTL Eurocollege, as well as their participation in research programmes in collaboration with other Higher Education Institutions is something which is very much encouraged by the CTL Eurocollege management.

The following career scale gives a clear picture of the professional development of our Academic Staff members. In constructing the scale three parameters were taken into consideration, academic qualification, teaching experience in Higher Education Institutions, and participation in research programmes combined with publication activity in recognized international academic journals or other media of recognized value.

Code Scale	Scale Description	Scale Point	Annual Gross Rate €	Annual Gross Range €	Qualifications/Experience	Publications Articles /Researches
101	Professor	1	37,200	37,200-38,400	Holder of PhD , plus 11 years teaching experience	Evidence of research and publications in recognized Academic journals, books and conference proceedings
		2	38,400		11 + years TE	
102	Associate Professor	1	28,800	28,800-34,800	Holder of PhD , plus 7 years teaching experience	Evidence of research and publications in recognized Academic journals, books and conference proceedings
		2	33,600		8-9 years TE	
		3	34,800		10-11 years TE	
103	Assistant Professor	1	24,000	24,000-26,400	Holder of PhD , plus 3 years teaching experience	Evidence of research and publications in recognized Academic journals, books and conference proceedings
		2	25,200		4-5 years TE	
		3	26,400		6-7 years TE	
Pay Code Scale	Pay Scale Description	Scale Point	Annual Gross Rate €	Annual Gross Range €	Qualifications/Experience	Publications Articles /Researches
104	Senior	1	16,800	16,800-21,600	Holder of PhD	NA

	Lecturer				with no teaching experience	
		2	18,000		3-5 years TE	NA
		3	19,200		6-8 year TE	NA
		4	20,400		9-11 year TE	NA
		5	21,600		11+ years TE	NA
105	Lecturer 1	1	14,400	14,000-19,200	Holder of MA with no teaching experience	NA
		2	15,600		3-5 years TE	NA
		3	16,800		6-8 years TE	NA
		4	18,000		9-11 years TE	NA
		5	19, 200		11+ years TE	NA
106	Lecturer 2	1	12,000	12,000-16,800	Holder of BA no teaching experience	NA
		2	13,200		3-5 years TE	NA
		3	14,400		6-8 years TE	NA
		4	15,600		9-11 years TE	NA
		5	16,800		11+ years TE	NA

Professor

The Professor should meet the requirements for the Associate Professor rank. The appointee should have established international reputation for research, scholarly work and a high level of teaching.

Minimum requirements:

- A Doctorate
- At least eleven years of higher education teaching experience and significant research after the award of his/her doctorate.
- Evidence of high level teaching and scholarly work.
- Continued research productivity with original publications in international journals, books and conference proceedings.
- Consult and promote research through projects or supervision of research staff or graduate students.
- Contribution to the profession and service to the community.

Associate Professor

The Associate Professor should meet the requirements for the Assistant Professor rank. The appointee should have a high level of competence in teaching and advising in the relevant academic field, should have demonstrated significant research and scholarly work leading ideally to international recognition in his/her field. He/she should show promise of continued productivity, and competence to consult and promote research.

Minimum requirements:

- A Doctorate
- At least seven years of higher education teaching experience and significant research after the award of his/her doctorate.
- Evidence of high level teaching and scholarly work.
- Continued research productivity with original publications in international journals, books and conference proceedings.
- Consult and promote research through projects or supervision of research staff or graduate students.
- Contribution to the profession and service to the community.

Assistant Professor

The Assistant Professor should meet the requirements for the Senior Lecturer rank. The appointee should have qualities suggesting a high level of teaching ability in the relevant academic field, and should demonstrate quality research and scholarly work.

Minimum requirements:

- A Doctorate
- At least three years of higher education teaching experience and significant research after the award of his/her doctorate.
- Evidence of high level teaching and scholarly work.
- Original publications in international journals, books and conference proceedings.

Senior Lecturer

An appointee to the rank of Senior Lecturer must hold a Doctorate.

Minimum requirements:

- A Doctorate
- Potential teaching in higher education

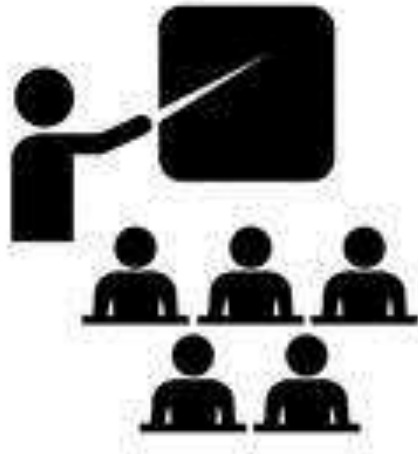
Lecturer 1

An appointee to the rank of Lecturer 1 must hold a Master's degree.

Lecturer 2

An appointee to the rank of Lecturer 2 must hold a Bachelor Degree or a relevant professional qualification.

LECTURERS' HANDBOOK



CAREER DEVELOPMENT AND PROGRESS

Professor

The Professor should meet the requirements for the Associate Professor rank. The appointee should have established international reputation for research, scholarly work and a high level of teaching.

Minimum requirements:

- A Doctorate
- At least eleven years of higher education teaching experience and significant research after the award of his/her doctorate.
- Evidence of high level teaching and scholarly work.
- Continued research productivity with original publications in international journals, books and conference proceedings.
- Consult and promote research through projects or supervision of research staff or graduate students.
- Contribution to the profession and service to the community.

Associate Professor

The Associate Professor should meet the requirements for the Assistant Professor rank. The appointee should have a high level of competence in teaching and advising in the relevant academic field, should have demonstrated significant research and scholarly work leading ideally to international recognition in his/her field. He/she should show promise of continued productivity, and competence to consult and promote research.

Minimum requirements:

- A Doctorate
- At least seven years of higher education teaching experience and significant research after the award of his/her doctorate.
- Evidence of high level teaching and scholarly work.
- Continued research productivity with original publications in international journals, books and conference proceedings.
- Consult and promote research through projects or supervision of research staff or graduate students.
- Contribution to the profession and service to the community.

Assistant Professor

The Assistant Professor should meet the requirements for the Senior Lecturer rank. The appointee should have qualities suggesting a high level of teaching ability in the relevant academic field, and should demonstrate quality research and scholarly work.

Minimum requirements:

- A Doctorate
- At least three years of higher education teaching experience and significant research after the award of his/her doctorate.
- Evidence of high level teaching and scholarly work.
- Original publications in international journals, books and conference proceedings.

Senior Lecturer

An appointee to the rank of Senior Lecturer must hold a Doctorate.

Minimum requirements:

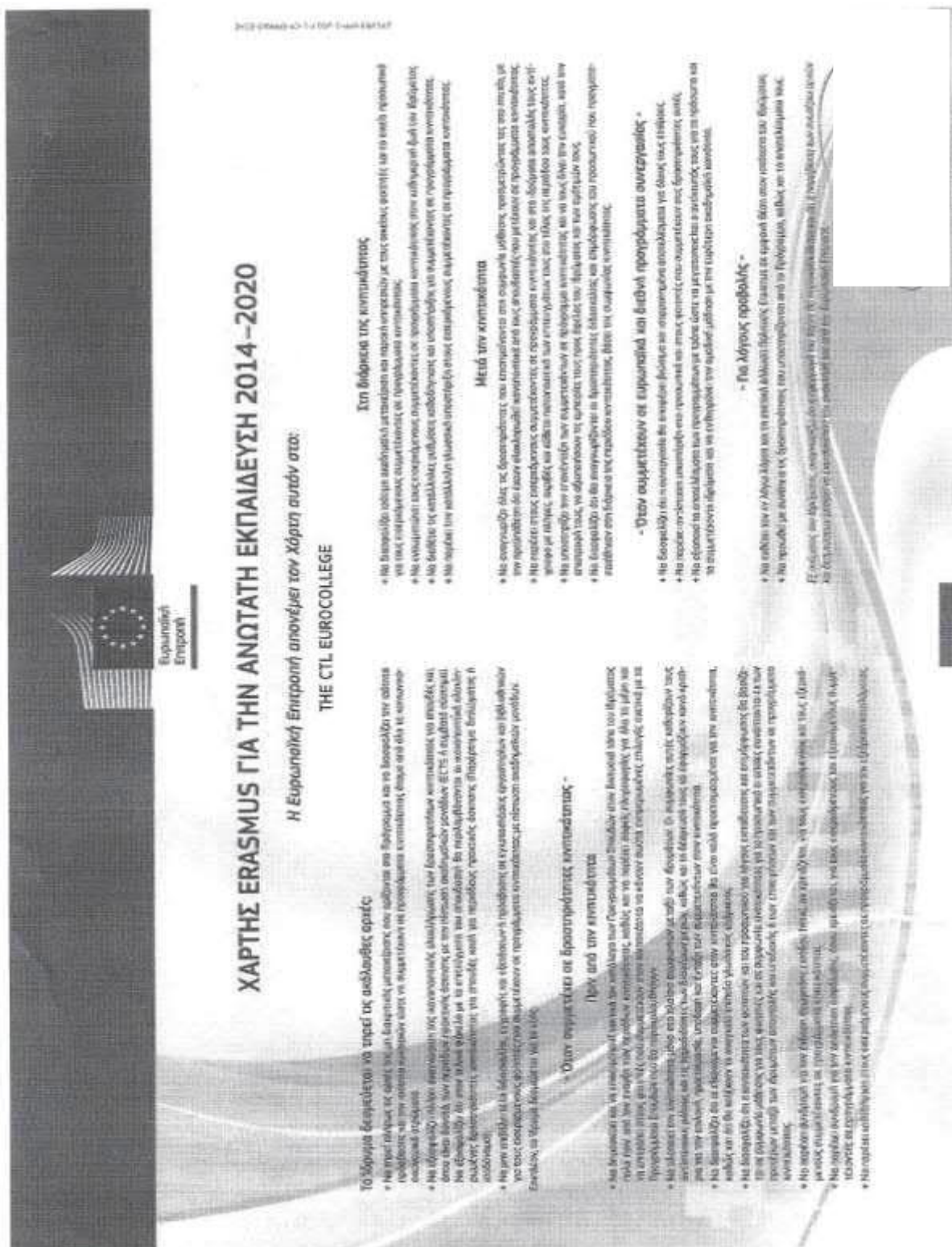
- A Doctorate
- Potential teaching in higher education

Lecturer 1

An appointee to the rank of Lecturer 1 must hold a Master's degree.

Lecturer 2

An appointee to the rank of Lecturer 2 must hold a Bachelor Degree or a relevant professional qualification.



ANNEX J RESEARCH AND DEVELOPMENT BUDGET 2018

		20/2/2018		
		Actual	Implementation	Available
REVENUES				
College investment in research and development		€ 30.600,00	€ 5.780,00	€ 34.820,00
National research funding		€ 0,00	€ 0,00	€ 0,00
European research funding		€ 2.120,00	€ 1.050,00	€ 1.140,00
European structural funds		€ 0,00	€ 0,00	€ 0,00
Sponsorship from private businesses		€ 0,00	€ 0,00	€ 0,00
Donations from social and scientific events		€ 0,00	€ 0,00	€ 0,00
Sub Final Amount		€ 32.790,00	€ 6.830,00	€ 25.960,00
EXPENSES				
Personnel salaries		€ 22.800,00	€ 4.050,00	€ 18.750,00
Personnel training		€ 500,00	€ 0,00	€ 500,00
Participation in conferences (Tickets, Accommodation, Conference fees etc.)		€ 4.740,00	€ 1.500,00	€ 3.340,00
Academic journal membership fees		€ 500,00	€ 0,00	€ 500,00
Professional journal membership fees		€ 450,00	€ 130,00	€ 320,00
Purchase of equipment for research (Computers, printers, software)		€ 1.000,00	€ 700,00	€ 300,00
Purchase of books, academic and technical materials for research, office supplies		€ 500,00	€ 0,00	€ 500,00
Organization of events for the promotion of research		€ 200,00	€ 0,00	€ 200,00
Auto travel expenses		€ 1.500,00	€ 300,00	€ 1.200,00
Publication of articles and papers		€ 0,00	€ 0,00	€ 0,00
Utility costs (Electricity, Phone)		€ 600,00	€ 150,00	€ 450,00
Sub Final Amount		€ 32.790,00	€ 6.830,00	€ 25.960,00
Grand Final Amount		€ 0,00	€ 0,00	€ 0,00
		Georgios Agoridou		
		CTI EUROCOLLEGE		
		Head of Research and Development		

ANNEX K PRE-AGREEMENT



Andreas Papathomas Ltd Owners of CTI Eurocollege
118, Spyros Kyprianou Ave., 3077 Limassol

PRE - A G R E E M E N T

BASIC CONDITIONS FOR EMPLOYMENT OF FULL-TIME FACULTY PERSONNEL

The present PRE-AGREEMENT is made between Andreas Papathomas Ltd. owners of CTI Eurocollege, a Higher Education Institution incorporated under the laws of the Republic of Cyprus, having its principal place of operations in Limassol (the "Employer"); and MARIA PETROU SOFRONIOU ID 657610 (the "Employee").

The Employee desires to render her services and the Employer desires to obtain the benefit of such services on the terms and conditions set below.

1. Employment

The Employee agrees that she will at all times faithfully, academically, and to the best of her skills, ability and experience, perform all of the duties required of her position. In carrying out these duties and responsibilities, the Employee shall comply with all Employer's policies, procedures, rules and regulations, both written and oral, as are announced by the Employer from time to time. It is also understood and agreed to by the Employee that her duties and responsibilities and reporting arrangements may be changed by the Employer in its sole discretion without causing termination of this pre-agreement.

2. Position Title

As a **Full Time Lecturer**, the Employee is required to perform the following teaching duties for the programme of study **Accounting (3-Year Higher Diploma)** and undertake the following responsibilities in a professional manner. The Employee will teach:

- | | |
|------------------------------------|----------|
| (a) ACC 214- Taxation I | (6 ECTS) |
| (b) ACC 225 Taxation II | (6 ECTS) |
| (c) ACC 314 Audit and Assurance I | (6 ECTS) |
| (d) ACC 324 Audit and Assurance II | (6 ECTS) |



Andreas Papathomas Ltd Owners of CTL Eurocollege
118, Spyros Kyprianou Ave., 3077 Limassol

3. Compensation

- (a) As full compensation for all the teaching services provided the employee shall be paid a gross monthly salary as agreed. Such payment shall be subject to normal statutory deductions by the Employer.
- (b) The monthly salary shall be reviewed as per the prevailing situations on an annual basis.
- (c) The reasonable authorized expenses arising out of the employment shall be reimbursed on the provision of appropriate receipts.

4. Entire Pre- Agreement

This pre-agreement contains the entire agreement between the parties, superseding in all respects any and all prior oral or written agreements or understandings pertaining to the employment of the Employee by the Employer.

5. Validation of the Pre-Agreement

This pre-agreement will be valid based on the requirements that the Accounting 3-Year Higher Diploma will be offered in the Academic Year 2018/19.

On Behalf of the Employer
Andreas Papathomas Ltd

Signature

Lakis Papathomas
Director of Administration
The CTL Eurocollege

Date:

16/05/2018

The Employee

I hereby confirm and accept the Duties and Responsibilities assigned to me and the Conditions of the Agreement

Signature

Name

Maria Schenina Petrou

Date:

16 05 2018