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

Ctl Eurocollege,
Spyrou Kyprianou Ave., 118,
Limassol 3077, Cyprus
Tel.: 25736501
Fax.: 25736629
www.ctleuro.ac.cy
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 (ECH), 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 Antoniades, 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
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 ICAWE 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, 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)


Publications in Refereed Conference Proceedings


**Book Chapters**


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
He is a Journal Reviewer in the following journals:

- 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 Antoniades, 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.

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


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)
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 Antoniades 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 Papatormas, the Executive Director is a Fellow member (FCMI), of CMI (Chartered Management Institute) of UK.
- Mr. Lakis Papatormas, 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 Papatormas, member of the Faculty and Academic Consultant is a member of ETEK (Technical Chamber of Cyprus), publishes articles in a daily newspaper.
- Mr. George Antoniades, 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
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.

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

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, 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, 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)


Publications in Refereed Conference Proceedings


Book Chapters

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:
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 Antoniades, 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 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:


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. IGSCE 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


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)

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
international 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, 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)


Publications in Refereed Conference Proceedings


Book Chapters

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  
   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  

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  

4. Title: The Realization of the Impact of Structural Design on Exports  
   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:
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 Antoniades, 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.

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:

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

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, 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)


Publications in Refereed Conference Proceedings

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


Book Chapters

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
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

4. Title: The Realization of the Impact of Structural Design on Exports
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 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

36
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 Antoniades, 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.

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 Antoniades, 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, 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)


Publications in Refereed Conference Proceedings


Networks-on-Chip (NOCs), 2015.


Book Chapters

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
   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

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

4. Title: The Realization of the Impact of Structural Design on Exports
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 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 \(13.41\ m^2\). 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

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:

- 1,516 - 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

<table>
<thead>
<tr>
<th>No</th>
<th>Name and Surname</th>
<th>Qualifications</th>
<th>Rank</th>
<th>P.T. / F.T.</th>
<th>Code</th>
<th>Course title</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Dr. Elena Malkawi</td>
<td>PhD in Economics BA in Economics</td>
<td>Senior Lecturer</td>
<td>F.T</td>
<td>MKT 222</td>
<td>Market Research</td>
</tr>
<tr>
<td></td>
<td>Programme Coordinator</td>
<td></td>
<td></td>
<td></td>
<td>MGT 212</td>
<td>Entrepreneurship</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>MGT 223</td>
<td>Organisational Behaviour</td>
</tr>
<tr>
<td>2</td>
<td>Maria Petrou</td>
<td>Chartered Certified Accountant Master of Business Administration BSc in Applied Accounting</td>
<td>Lecturer</td>
<td>F.T</td>
<td>ACC 214</td>
<td>Taxation I</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ACC 225</td>
<td>Taxation II</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ACC 314</td>
<td>Audit &amp; Assurance I</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ACC 324</td>
<td>Audit &amp; Assurance II</td>
</tr>
<tr>
<td>3</td>
<td>Nastasia Michael</td>
<td>CIPD Advanced Level7 Diploma in HRM MSc in Human Resources &amp; Organisational Behaviour MSc in Management BA in Accounting &amp; Finance</td>
<td>Lecturer</td>
<td>P.T</td>
<td>ACC 112</td>
<td>Management Accounting I</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>ACC 123</td>
<td>Management Accounting II</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>MGT 215</td>
<td>Performance Management I</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>MGT 224</td>
<td>Performance Management II</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td>Qualifications</td>
<td>Position</td>
<td>Teaching Mode</td>
<td>Courses</td>
<td>Subjects</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>------------</td>
<td>---------------</td>
<td>--------------------------------------------------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>5</td>
<td>Chrystalla Kazara</td>
<td>Chartered Certified Accountant MBA BA in Business Administration Professional Diploma in Banking Certified Fraud Examiner</td>
<td>Lecturer</td>
<td>P.T</td>
<td>ACC 111, ACC 122, MGT 315, MGT 326</td>
<td>Accountant in Business I, II, Financial Management I, II</td>
</tr>
<tr>
<td>6</td>
<td>Dr. Andreas Constantinou</td>
<td>PhD Business Administration PhD Economics MBA Finance BA Economics</td>
<td>Senior Lecturer</td>
<td>P.T</td>
<td>LAW 212, LAW 221, ECO 102, FIN 221</td>
<td>Corporate and Business Law I, II, Introduction to Economics, Business Finance I</td>
</tr>
<tr>
<td>7</td>
<td>George Antoniades</td>
<td>Post Graduate Diploma in Management Bsc in Business Administration/ Marketing</td>
<td>Lecturer</td>
<td>F.T</td>
<td>MKT 120, MGT 222, MGT 121</td>
<td>Public Relations, Consumer Behaviour Management</td>
</tr>
<tr>
<td>8</td>
<td>Dora Konstantinou</td>
<td>MA in Educational Leadership &amp; Management BSc in Computer Science</td>
<td>Lecturer</td>
<td>F.T</td>
<td>CSC 101, CSC 102</td>
<td>ICT I, ICT II</td>
</tr>
<tr>
<td>#</td>
<td>Name</td>
<td>Qualification</td>
<td>Position</td>
<td>Type</td>
<td>Courses</td>
<td></td>
</tr>
<tr>
<td>----</td>
<td>-----------------</td>
<td>-------------------------------------------------------------------------------</td>
<td>----------</td>
<td>-------</td>
<td>------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Henry Lara</td>
<td>B.A. Applied Linguistics</td>
<td>Lecturer</td>
<td>F.T.</td>
<td>ENG 103, BUS 102, ENG 110, SPA 101, SPA 102, Academic Writing,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Business Communications, Advanced English, Spanish I, Spanish II</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Eleonora Efstatthiou</td>
<td>MSc Applied Maths, BSc Mathematics</td>
<td>Lecturer</td>
<td>P.T.</td>
<td>MAT 102, STA 101, MAT 111, STA 211, Business Maths, Business Statistics I,</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Calculus I, Business Statistics II</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Angela Neokleous</td>
<td>MA in Education, BA in Philosophy, Education and Psychology</td>
<td>Lecturer</td>
<td>F.T.</td>
<td>MGR 101, MGR 102, Modern Greek I, Modern Greek II</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Konstantinos Papathomas</td>
<td>Dipl. Ing. Architekt (Master of Architecture), Diploma in Architecture, Diploma in English Language &amp; Literature and Comparative Literature</td>
<td>Lecturer</td>
<td>F.T.</td>
<td>LIB 117, Cultural Geography</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
ANNEX B  REVISED STRUCTURE OF THE PROGRAMME

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

180 ECTS

<table>
<thead>
<tr>
<th>1ST SEMESTER</th>
<th>30 ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 ENG 103 ACADEMIC WRITING</td>
<td>R 6</td>
</tr>
<tr>
<td>2 ECO 102 INTRODUCTION TO ECONOMICS</td>
<td>R 6</td>
</tr>
<tr>
<td>3 ACC 111 ACCOUNTANT IN BUSINESS I</td>
<td>R 6</td>
</tr>
<tr>
<td>4 ACC 112 MANAGEMENT ACCOUNTING I</td>
<td>R 6</td>
</tr>
<tr>
<td>5 ACC 113 FINANCIAL ACCOUNTING I</td>
<td>R 6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2ND SEMESTER</th>
<th>30 ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 FIN 221 BUSINESS FINANCE I</td>
<td>R 6</td>
</tr>
<tr>
<td>2 MGT 121 MANAGEMENT</td>
<td>R 6</td>
</tr>
<tr>
<td>3 ACC 122 ACCOUNTANT IN BUSINESS II</td>
<td>R 6</td>
</tr>
<tr>
<td>4 ACC 124 FINANCIAL ACCOUNTING II</td>
<td>R 6</td>
</tr>
<tr>
<td>5 ACC 123 MANAGEMENT ACCOUNTING II</td>
<td>R 6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3RD SEMESTER</th>
<th>30 ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 CSC 101 ICT I</td>
<td>R 6</td>
</tr>
<tr>
<td>2 MAT 102 BUSINESS MATHS</td>
<td>R 6</td>
</tr>
<tr>
<td>3 LAW 212 CORPORATE &amp; BUSINESS LAW I</td>
<td>R 6</td>
</tr>
<tr>
<td>4 MGT 215 PERFORMANCE MANAGEMENT I</td>
<td>R 6</td>
</tr>
<tr>
<td>5 ACC 214 TAXATION I</td>
<td>R 6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4TH SEMESTER</th>
<th>30 ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 STA 101 BUSINESS STATISTICS I</td>
<td>R 6</td>
</tr>
<tr>
<td>2 LAW 221 CORPORATE &amp; BUSINESS LAW II</td>
<td>R 6</td>
</tr>
<tr>
<td>3 MGT 224 PERFORMANCE MANAGEMENT II</td>
<td>R 6</td>
</tr>
<tr>
<td>4 ACC 225 TAXATION II</td>
<td>R 6</td>
</tr>
</tbody>
</table>
### 5th Semester

<table>
<thead>
<tr>
<th>5</th>
<th>ONE OPTIONAL SUBJECT FORM TABLE B</th>
<th>R</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>FIN 223</td>
<td>FINANCIAL REPORTING I</td>
<td>R</td>
</tr>
<tr>
<td>2</td>
<td>ACC 314</td>
<td>AUDIT &amp; ASSURANCE I</td>
<td>R</td>
</tr>
<tr>
<td>3</td>
<td>MGT 315</td>
<td>FINANCIAL MANAGEMENT I</td>
<td>R</td>
</tr>
<tr>
<td>4</td>
<td>ONE OPTIONAL SUBJECT FROM TABLE A</td>
<td>R</td>
<td>6</td>
</tr>
<tr>
<td>5</td>
<td>ONE OPTIONAL SUBJECT FROM TABLE B</td>
<td>R</td>
<td>6</td>
</tr>
</tbody>
</table>

### 6th Semester

<table>
<thead>
<tr>
<th>6</th>
<th>FIN 313</th>
<th>FINANCIAL REPORTING II</th>
<th>R</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>ACC 324</td>
<td>AUDIT &amp; ASSURANCE II</td>
<td>R</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>MGT 326</td>
<td>FINANCIAL MANAGEMENT II</td>
<td>R</td>
<td>6</td>
</tr>
<tr>
<td>4</td>
<td>ONE OPTIONAL SUBJECT FROM TABLE A</td>
<td>R</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>ONE OPTIONAL SUBJECT FROM TABLE A</td>
<td>R</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

#### TABLE A  General Education Requirements Optional subjects

<table>
<thead>
<tr>
<th>Code</th>
<th>Code</th>
<th>Education Requirements</th>
<th>Optional subjects</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>BUS 102</td>
<td>BUSINESS COMMUNICATIONS</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>CSC 102</td>
<td>ICT II</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>MAT 111</td>
<td>CALCULUS I</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>MKT 120</td>
<td>PUBLIC RELATIONS</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>MGT 223</td>
<td>ORGANISATIONAL BEHAVIOUR</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>STA 211</td>
<td>BUSINESS STATISTICS II</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>MKT 222</td>
<td>MARKET RESEARCH</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>MGT 222</td>
<td>CONSUMER BEHAVIOUR</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>MGT 212</td>
<td>ENTREPRENEURSHIP</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>

#### TABLE B  Free Electives

<table>
<thead>
<tr>
<th>Code</th>
<th>Code</th>
<th>Education Requirements</th>
<th>Optional subjects</th>
<th>ECTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>MGR 101</td>
<td>MODERN GREEK I</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>MGR 102</td>
<td>MODERN GREEK II</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>SPA 101</td>
<td>SPANISH I</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>SPA 102</td>
<td>SPANISH II</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>ENG 110</td>
<td>ADVANCED ENGLISH</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>LIB 117</td>
<td>CULTURAL GEOGRAPHY</td>
<td>6</td>
<td></td>
</tr>
</tbody>
</table>
### Course Title
INTRODUCTION TO ECONOMICS

### Course Code
ECO 102

### Course Type
CORE REQUIREMENT COMPULSORY

### Level
DIPLOMA

### Year / Semester
1ST YEAR / 1ST SEMESTER

### Teacher's Name
DR. ANDREAS CONSTANTINOU

### ECTS
6

<table>
<thead>
<tr>
<th>Lectures / week</th>
<th>Laboratories / week</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

### 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
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

### Course Content

#### ECONOMICS AND THE ECONOMY
- The Economic Problem/The problem of scarcity
- The Circular flow of income
- Macroeconomics and Microeconomics

#### DIFFERENT ECONOMIC SYSTEMS
- The command economy
- The free-market economy
- The mixed economy

#### FOUNDATIONS OF MICROECONOMICS
<table>
<thead>
<tr>
<th>Teaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the Classroom: Lecturers make use of whiteboards, flipcharts, overhead</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEMAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>The relationship between demand and price</td>
</tr>
<tr>
<td>The demand curve</td>
</tr>
<tr>
<td>Other determinants of demand</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SUPPLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply and Price</td>
</tr>
<tr>
<td>The supply curve</td>
</tr>
<tr>
<td>Other determinants of supply</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ELASTICITY/TYPES OF ELASTICITY</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>TYPES OF COMPETITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perfect Competition</td>
</tr>
<tr>
<td>Monopolistic Competition</td>
</tr>
<tr>
<td>Oligopoly</td>
</tr>
<tr>
<td>Monopoly</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FOUNDATIONS OF MACROECONOMICS</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>NATIONAL INCOME AND ECONOMIC GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Methods of National Income Measurement</td>
</tr>
<tr>
<td>National Income and the standard of living</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UNEMPLOYMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Types of unemployment</td>
</tr>
<tr>
<td>Causes of unemployment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INFLATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measuring Inflation</td>
</tr>
<tr>
<td>Types of Inflation</td>
</tr>
<tr>
<td>Financial and social effects of Inflation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BALANCE OF PAYMENTS AND EXCHANGE RATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance of payments structure</td>
</tr>
<tr>
<td>Importance of the current account balance</td>
</tr>
<tr>
<td>Importance of exchange rates</td>
</tr>
<tr>
<td>Determination of the exchange rate</td>
</tr>
</tbody>
</table>
**Methodology**

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.

**Web Supported Learning:** All the teaching material and the Lecturer’s presentations are uploaded on the electronic learning platform of the college as a supporting studying tool.

**Guest Speakers / Visits:** 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.

**Teaching Methods:** Lectures, presentations, videos, problem and case study discussion, discussion on relevant articles, independent and private study, preparation of projects, fieldwork and group work.

### Bibliography

#### Required Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Jeffrey Perloff</td>
<td>Microeconomics</td>
<td>Pearson 2016</td>
<td>7th Global edition</td>
<td>978-1292056531/pbk</td>
</tr>
</tbody>
</table>

#### Recommended Further Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 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 David Besanko, Ronald Braeutigam</td>
<td>Microeconomics</td>
<td>Wiley 2015</td>
<td>5th edition</td>
<td>978-1118716380/pbk</td>
</tr>
<tr>
<td>Assessment</td>
<td>The final course grade is made up of:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coursework</td>
<td>35%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Attendance &amp; Participation</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Final Examination</td>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>The pass mark is</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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%.

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.

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.

<table>
<thead>
<tr>
<th>Language</th>
<th>ENGLISH</th>
</tr>
</thead>
</table>

58
<table>
<thead>
<tr>
<th>Course Title</th>
<th>BUSINESS FINANCE I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Code</td>
<td>FIN 221</td>
</tr>
<tr>
<td>Course Type</td>
<td>CORE REQUIREMENT COMPULSORY</td>
</tr>
<tr>
<td>Level</td>
<td>DIPLOMA</td>
</tr>
<tr>
<td>Year / Semester</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; YEAR / 2&lt;sup&gt;nd&lt;/sup&gt; SEMESTER</td>
</tr>
<tr>
<td>Teacher's Name</td>
<td>DR. ANDREAS CONSTANTINOU</td>
</tr>
<tr>
<td>ECTS</td>
<td>6</td>
</tr>
<tr>
<td>Lectures / week</td>
<td>3</td>
</tr>
<tr>
<td>Laboratories / week</td>
<td>0</td>
</tr>
<tr>
<td>Course Purpose and Objectives</td>
<td>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.</td>
</tr>
</tbody>
</table>
| Learning Outcomes  | 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
FINANCIAL PLANNING AND SHORT-TERM FINANCE
Corporate Financial Models and Long-Term Planning
Cash Management
Credit Management

CORPORATION RESTRUCTURING
Takeovers and mergers

Teaching Methodology
In the Classroom: 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.

Web Supported Learning: All the teaching material and the Lecturer's presentations are uploaded on the electronic learning platform of the college as a supporting studying tool.

Guest Speakers /Visits: 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.

Teaching Methods: Lectures, presentations, videos, cartoon analysis, problem and case studies discussion, articles discussion, independent and private study, preparation of projects, fieldwork and group work.

Bibliography
Required Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Edgar A. Norton</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Recommended Further Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Author(s)</td>
<td>Title</td>
<td>Publisher</td>
<td>Edition</td>
</tr>
<tr>
<td>---</td>
<td>-------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>3</td>
<td>Zvi, Alex Kane, &amp; Alan J Marus</td>
<td>Essentials of Investments</td>
<td>Irwin/McGraw Hill</td>
<td>9th ed.</td>
</tr>
</tbody>
</table>

**Assessment**

The final course grade is made up of:

- Coursework: 35%
- Attendance & Participation: 5%
- Final Examination: 60%

The pass mark is 50%

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%.

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.

The form of coursework assessment analysed above aims at evaluating the acquisition of knowledge and the application of concepts and techniques by
<table>
<thead>
<tr>
<th>Language</th>
<th>ENGLISH</th>
</tr>
</thead>
</table>

students as well as at developing their analytical and critical thinking skills in the course areas specified in the course content.
<table>
<thead>
<tr>
<th>Course Title</th>
<th>MANAGEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Code</td>
<td>MGT 121</td>
</tr>
<tr>
<td>Course Type</td>
<td>CORE REQUIREMENT COMPULSORY</td>
</tr>
<tr>
<td>Level</td>
<td>DIPLOMA</td>
</tr>
<tr>
<td>Year / Semester</td>
<td>1ST YEAR / 2nd SEMESTER</td>
</tr>
<tr>
<td>Teacher’s Name</td>
<td>GEORGE ANTONIADES</td>
</tr>
<tr>
<td>ECTS</td>
<td>6</td>
</tr>
<tr>
<td>Lectures / week</td>
<td>3</td>
</tr>
<tr>
<td>Laboratories / week</td>
<td>0</td>
</tr>
</tbody>
</table>

**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**

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 practices.
3. Choose and apply the different methods and tools available in management planning and decision making.
4. Analyse and implement the different theories and approaches available for organizing, planning, communicating, leading and motivating individuals effectively within organizations.
5. 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.
<table>
<thead>
<tr>
<th>Strategic Management:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steps in the strategic management process, SWOT analysis, formulating strategies.</td>
</tr>
</tbody>
</table>

**DECISION MAKING**
- The decision making process.
- The Rational Model of decision making.
- Decision making styles.
- Group Decision making.

**ORGANIZING**
- Fundamentals of Organizing: Division of Labour, Span of control, Authority & Responsibility.
- Organisational culture, structure and design.
- The HRM activities.
- Change and Organization Development.
- Managing change, stress and innovation.

**DIRECTING**
- Types of work teams, high performance work teams.
- Motivating.
- Theories of motivation.
- Leadership.
- Approaches to understanding leadership.
- Communication and Interpersonal Skills.

**CONTROLLING**
- Foundations of Control Types of Control, barriers and resistance to control, controlling specific aspects of organisational behaviour.

---

<table>
<thead>
<tr>
<th>Teaching Methodology</th>
</tr>
</thead>
<tbody>
<tr>
<td>In the Classroom: 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.</td>
</tr>
</tbody>
</table>

**Web Supported Learning:** All the teaching material and the Lecturer’s presentations are uploaded on the electronic learning platform of the college as a supporting studying tool.

**Guest Speakers / Visits:** 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.

**Teaching Methods:** Lectures, presentations, videos, cartoon analysis, problem and case studies discussion, articles discussion, independent and private study, preparation of projects, fieldwork and group work.

<table>
<thead>
<tr>
<th>Bibliography</th>
<th>Required Bibliography:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Author(s)</td>
<td>Title</td>
</tr>
<tr>
<td>1</td>
<td>Stephen Robbins, Mary Coulter</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Ricky Griffin</td>
<td>Management</td>
<td>South-Western College Pub 2016</td>
<td>12 th ed., 9781305501294</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Assessment</th>
<th>The final course grade is made up of:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Coursework 35%</td>
</tr>
<tr>
<td></td>
<td>Attendance &amp; Participation 5%</td>
</tr>
<tr>
<td></td>
<td>Final Examination 60%</td>
</tr>
<tr>
<td></td>
<td>The pass mark is 50%</td>
</tr>
</tbody>
</table>

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%.

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.

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

<table>
<thead>
<tr>
<th>Course Title</th>
<th>ADVANCED ENGLISH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Code</td>
<td>ENG 110</td>
</tr>
<tr>
<td>Bibliography</td>
<td></td>
</tr>
</tbody>
</table>

Recommended Further Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 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</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>978-1316637845 CD</td>
</tr>
<tr>
<td>3 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>
<tr>
<td>Course Title</td>
<td>BUSINESS MATHS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Code</td>
<td>MAT 102</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Bibliography**

**Required Bibliography:**

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Course Title</th>
<th>BUSINESS STATISTICS I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Code</td>
<td>STA 101</td>
</tr>
</tbody>
</table>

**Bibliography**

**Required Bibliography:**

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
</table>

**Recommended Further Bibliography:**

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Title</td>
<td>CONSUMER BEHAVIOUR</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------</td>
<td>------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Code</td>
<td>MGT 222</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bibliography</td>
<td>Required Bibliography:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Author(s)</td>
<td>Title</td>
<td>Publisher/Year</td>
<td>Edition</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Required Further Bibliography:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Author(s)</td>
<td>Title</td>
<td>Publisher/Year</td>
<td>Edition</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Title</th>
<th>CULTURAL GEOGRAPHY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Code</td>
<td>LIB 117</td>
</tr>
<tr>
<td>Bibliography</td>
<td>Required Bibliography:</td>
</tr>
<tr>
<td></td>
<td>Author(s)</td>
</tr>
<tr>
<td>1</td>
<td>William Norton, Margaret Walton-Roberts</td>
</tr>
<tr>
<td></td>
<td>Required Further Bibliography:</td>
</tr>
<tr>
<td></td>
<td>Author(s)</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Course Title</td>
<td>ENTREPRENEURSHIP</td>
</tr>
<tr>
<td>-------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Course Code</td>
<td>MGT 212</td>
</tr>
<tr>
<td>Bibliography</td>
<td>Required Bibliography:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Title</th>
<th>MARKET RESEARCH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Code</td>
<td>MKT 222</td>
</tr>
<tr>
<td>Bibliography</td>
<td>Required Bibliography:</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Matthew Harrison...[et al.]</td>
</tr>
</tbody>
</table>
### Recommended Further Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
</table>

---

### MODERN GREEK I

#### Course Title

MODERN GREEK I

#### Course Code

MGR 101

#### Bibliography

### Required Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Κλεάνθης Αρβανιτάκης Φρόσω Αρβανιτάκη</td>
<td>Επικοινωνήστε Ελληνικά</td>
<td>Δέλτος / 2015</td>
<td>New Edition</td>
<td>978960846413-1</td>
</tr>
</tbody>
</table>

### Recommended Further Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>e-Database Παιδεία Ομογενών Available on: <a href="http://www.ediamme.edu.gr/dias">http://www.ediamme.edu.gr/dias</a></td>
<td>ΠΑΝΕΠΙΣΤΗΜΙΟ ΚΡΗΤΗΣ - ΠΑΙΔΑΓΩΓΙΚΟ ΤΜΗΜΑ ΔΗΜΟΤΙΚΗΣ ΕΚΠΑΙΔΕΥΣΗΣ -</td>
<td></td>
<td>2018</td>
</tr>
</tbody>
</table>
### MODERN GREEK II

**Course Code:** MGR 102  

**Required Bibliography:**

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Κλεάνθης Αρβανιηάκης Φρόσω Αρβανιηάκη</td>
<td>Επικοινωνήστε Ελληνικά</td>
<td>Δέλτος 2015</td>
<td>New</td>
<td>978960 846413-1</td>
</tr>
</tbody>
</table>

**Recommended Further Bibliography:**

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
</table>

### ORGANISATIONAL BEHAVIOUR

**Course Code:** MGT 223  

**Required Bibliography:**

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
</table>
### Recommended Further Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fraser P. Seitel</td>
<td>The Practice of Public Relations</td>
<td>Pearson / 2016</td>
<td>13th edition</td>
<td>978-0134170114</td>
</tr>
</tbody>
</table>

### Course Title
PUBLIC RELATIONS

### Course Code
MKT 120

### Bibliography

#### Required Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
</table>

#### Recommended Further Bibliography:

<table>
<thead>
<tr>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Year</th>
<th>Edition</th>
<th>ISBN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fraser P. Seitel</td>
<td>The Practice of Public Relations</td>
<td>Pearson / 2016</td>
<td>13th edition</td>
<td>978-0134170114</td>
</tr>
</tbody>
</table>
## ANNEX D  ORDERS OF BOOKS

### Names:  Entrepreneurship  
2018.5.22-- AMAZON  
Order# 114-2684455-6482629

<table>
<thead>
<tr>
<th>A/A</th>
<th>AUTHOR</th>
<th>TITLE</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Patterns of Entrepreneurship Management</td>
<td>Jack M. Kaplan, Anthony C. Warren</td>
<td>978-1119355281</td>
<td>5th ed., 2015</td>
<td>John Wiley &amp; Sons</td>
<td>84.32 €</td>
</tr>
</tbody>
</table>

### NAMES:  Public relations practices: managerial case studies and problems  
Order number:205-5206261-6604320

<table>
<thead>
<tr>
<th>A/A</th>
<th>TITLE</th>
<th>AUTHOR</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>PRICE IN £</th>
</tr>
</thead>
</table>

### 2018.5.17--LBS--BOOKLIST--7

<table>
<thead>
<tr>
<th>A/A</th>
<th>AUTHOR</th>
<th>TITLE</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Title</td>
<td>Author</td>
<td>ISBN</td>
<td>Edition</td>
<td>Publisher</td>
<td>Price</td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>-----------</td>
<td>--------------------</td>
<td>---------</td>
</tr>
<tr>
<td>7</td>
<td>IELTS Premier with 8 Practice Tests: Online + Book + CD</td>
<td></td>
<td>978-1506208671</td>
<td></td>
<td>Pearson</td>
<td>£16.99</td>
</tr>
<tr>
<td>9</td>
<td>Cambridge IELTS 12 Academic Student’s Book with Answers (CD)</td>
<td></td>
<td>978-1316637845</td>
<td></td>
<td>Cambridge English</td>
<td>£49.00</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>£354.93</td>
</tr>
</tbody>
</table>

ACCA F6                                      2018.3.30--Galaxy Books--1

<table>
<thead>
<tr>
<th></th>
<th>A/A</th>
<th>AUTHOR</th>
<th>TITLE</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td>Ilia A. Kammitsi-Michaelides &amp; Charalambos - Marios S. Karapatakis</td>
<td>Cyprus Corporate and Business law</td>
<td>9789963955800</td>
<td>5th ed.</td>
<td></td>
<td>98.00 €</td>
</tr>
</tbody>
</table>

98.00 €
<table>
<thead>
<tr>
<th>A/A</th>
<th>AUTHOR</th>
<th>TITLE</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>Price</th>
</tr>
</thead>
</table>

**Business Finance**

<table>
<thead>
<tr>
<th>A/A</th>
<th>AUTHOR</th>
<th>TITLE</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Economics of Money, Banking and Financial Markets</td>
<td>Frederic S. Mishkin</td>
<td>Pearson</td>
<td>11th ed., 2016</td>
<td>9781292094182</td>
<td>£54.89</td>
</tr>
</tbody>
</table>

£187.48
<table>
<thead>
<tr>
<th>A/A</th>
<th>AUTHOR</th>
<th>TITLE</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>Price</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>REF CTL1748Q</th>
<th>LIBRARY BOOK SERVICES LTD</th>
<th>08/12/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GBP</strong> A/A LIST</td>
<td>AUTHOR</td>
<td>TITLE</td>
</tr>
<tr>
<td>19</td>
<td>37.99</td>
<td>STEPHEN GILMORE, LISA GLENNON</td>
</tr>
<tr>
<td>20</td>
<td>38.99</td>
<td>JONATHAN HERRING</td>
</tr>
<tr>
<td>21</td>
<td>35.99</td>
<td>GILLIAN PHILIPS, KAREN SCOTT</td>
</tr>
<tr>
<td>22</td>
<td>12.99</td>
<td>JONATHAN HERRING</td>
</tr>
<tr>
<td>23</td>
<td>12.99</td>
<td>DAVID CABRELLI</td>
</tr>
<tr>
<td>24</td>
<td>46.50</td>
<td>STEPHEN BRAINBRIDGE</td>
</tr>
<tr>
<td>25</td>
<td>36.95</td>
<td>PAUL DAVIES, SARA WORTHINGTON</td>
</tr>
<tr>
<td>Page</td>
<td>Price</td>
<td>Title</td>
</tr>
<tr>
<td>------</td>
<td>-------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>26</td>
<td>50.00</td>
<td>CORPORATE FINANCE LAW: PRINCIPLES AND POLICY</td>
</tr>
<tr>
<td>27</td>
<td>12.99</td>
<td>LAW EXPRESS: COMPANY LAW</td>
</tr>
<tr>
<td>28</td>
<td>32.99</td>
<td>MODERN LAND LAW</td>
</tr>
<tr>
<td>29</td>
<td>31.99</td>
<td>TEXTBOOK ON LAND LAW</td>
</tr>
<tr>
<td>30</td>
<td>12.99</td>
<td>LAW EXPRESS: LAND LAW</td>
</tr>
<tr>
<td>31</td>
<td>14.95</td>
<td>NUTSHELLS LAND LAW</td>
</tr>
<tr>
<td>32</td>
<td>12.99</td>
<td>CONTRACT LAW</td>
</tr>
<tr>
<td>33</td>
<td>14.95</td>
<td>NUTSHELLS CONTRACT LAW</td>
</tr>
<tr>
<td>34</td>
<td>32.99</td>
<td>CONTRACT LAW</td>
</tr>
<tr>
<td>35</td>
<td>33.99</td>
<td>KOFFMAN &amp; MACDONALDS LAW OF CONTRACT</td>
</tr>
<tr>
<td>36</td>
<td>38.99</td>
<td>BORKOWSKI'S LAW OF SUCCESSION</td>
</tr>
<tr>
<td>37</td>
<td>36.95</td>
<td>PARRY AND KERRIDGE: THE LAW OF SUCCESSION</td>
</tr>
<tr>
<td>38</td>
<td>92.99</td>
<td>INTRODUCTION TO PARALEGALISM. PERSPECTIVES, PROBLEMS &amp; SKILLS</td>
</tr>
<tr>
<td>39</td>
<td>14.95</td>
<td>INTRODUCTION TO PARALEGAL STUDIES: A CRITICAL THINKING APPROACH</td>
</tr>
<tr>
<td>40</td>
<td>65.99</td>
<td>INTRODUCTION TO LAW &amp; PARALEGAL STUDIES</td>
</tr>
<tr>
<td>41</td>
<td>32.99</td>
<td>CONSTITUTIONAL &amp; ADMINISTRATION LAW</td>
</tr>
<tr>
<td>42</td>
<td>28.99</td>
<td>CONSTITUTIONAL &amp; ADMINISTRATION LAW</td>
</tr>
<tr>
<td>43</td>
<td>12.99</td>
<td>LAW EXPRESS CONSTITUTIONAL LAW</td>
</tr>
<tr>
<td>46</td>
<td>16.95</td>
<td>LEGAL RESEARCH AND WRITING FOR PARALEGALS</td>
</tr>
<tr>
<td>ISBN</td>
<td>Title</td>
<td>Author(s)</td>
</tr>
<tr>
<td>------</td>
<td>-------</td>
<td>-----------</td>
</tr>
<tr>
<td>978-1305948372</td>
<td>Legal Research, Analysis &amp; Writing</td>
<td>Jennifer Albright, William Putman</td>
</tr>
<tr>
<td>978-1292056531</td>
<td>Microeconomics</td>
<td>Jeffrey Perloff</td>
</tr>
<tr>
<td>978-1319153960</td>
<td>Microeconomics</td>
<td>Austan Goolsbee, Steven Levitt, Chad Syverson</td>
</tr>
<tr>
<td>978-1118716380</td>
<td>Microeconomics</td>
<td>David Besanko, Ronald Braeutigam</td>
</tr>
<tr>
<td>978-1292092881</td>
<td>Organizational Behaviour</td>
<td>Andrzej A. Huczynski, David A. Buchanan</td>
</tr>
<tr>
<td>978-1784158057</td>
<td>ACCA F1 Study Text. Accountant In Business (AB)</td>
<td></td>
</tr>
<tr>
<td>978-1784158132</td>
<td>ACCA F8 Study Text Audit &amp; Assurance (AA) - UK &amp; Int</td>
<td></td>
</tr>
<tr>
<td>978-1784158095</td>
<td>ACCA F4 Study Text Corporate and Business Law (CL) - Glo Variant</td>
<td></td>
</tr>
<tr>
<td>978-1784158071</td>
<td>ACCA F3 Complete Learning Solution Financial Accounting (FA)</td>
<td></td>
</tr>
<tr>
<td>A/A</td>
<td>AUTHOR</td>
<td>TITLE</td>
</tr>
<tr>
<td>-----</td>
<td>--------</td>
<td>-------</td>
</tr>
<tr>
<td>1</td>
<td>LANGAN, JOHN</td>
<td>COLLEGE WRITING SKILLS WITH READINGS</td>
</tr>
<tr>
<td>2</td>
<td>STEPHEN BAILEY</td>
<td>ACADEMIC WRITING: A HANDBOOK FOR INTERNATIONAL STUDENTS</td>
</tr>
<tr>
<td>3</td>
<td>ALICE OSHIMA</td>
<td>LONGMAN ACADEMIC WRITING SERIES 3: PARAGRAPHS TO ESSAYS</td>
</tr>
<tr>
<td>4</td>
<td>ALICE OSHIMA</td>
<td>LONGMAN ACADEMIC WRITING SERIES 4: ESSAYS, WITH ESSENTIAL ONLINE RESOURCES</td>
</tr>
<tr>
<td>5</td>
<td>HOWARD ANTON, IRL C. BIVENS, STEPHEN DAVIS</td>
<td>CALCULUS EARLY TRANSCENDENTALS</td>
</tr>
<tr>
<td>6</td>
<td>HOWARD ANTON, IRL C. BIVENS, STEPHEN DAVIS</td>
<td>CALCULUS: LATE TRANSCENDENTALS</td>
</tr>
<tr>
<td>7</td>
<td>JOHN COOKE</td>
<td>LAW OF TORT</td>
</tr>
<tr>
<td>8</td>
<td>JOHN CHILD, DAVID ORMEROD</td>
<td>SMITH, HOGAN AND ORMERODE'S ESSENTIALS OF CRIMINAL LAW</td>
</tr>
<tr>
<td>9</td>
<td>CATHERINE ELLIOTT, FRANCIS QUIN</td>
<td>CRIMINAL LAW</td>
</tr>
<tr>
<td>10</td>
<td>CATHERINE ELLIOTT, FRANCES QUIN</td>
<td>TORT LAW</td>
</tr>
</tbody>
</table>

Total: £340.96
### NAMES FIN 222: MONEY AND THE FINANCIAL INSTITUTIONS

**Order number:** #202-6531398-0566746

#### 27/09/2017

<table>
<thead>
<tr>
<th>A/A</th>
<th>TITLE</th>
<th>AUTHOR</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>PRICE IN £</th>
<th>PRICE IN €</th>
</tr>
</thead>
</table>

### NAMES: computer systems & Networking

**Order number:** CTL1725QT

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

<table>
<thead>
<tr>
<th>A/A</th>
<th>TITLE</th>
<th>AUTHOR</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>PRICE IN £</th>
<th>PRICE IN €</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Operating system concepts</td>
<td>Abraham Silberschatz, Peter Baer Galvin, Greg Gagne</td>
<td>978-1118093757</td>
<td>9th ed., 2013</td>
<td>John Wiley &amp; Sons</td>
<td>41.79</td>
<td>49.16</td>
</tr>
<tr>
<td>3</td>
<td>C++ How to Program</td>
<td>P.J.Deitel &amp; H.M.Deitel</td>
<td>978-1292153452</td>
<td>10th ed., 2017</td>
<td>Pearson Prentice Hall</td>
<td>64.88</td>
<td>76.33</td>
</tr>
<tr>
<td>5</td>
<td>Systems Analysis and Design</td>
<td>Kenneth Kendall, Julie Kendall</td>
<td>978-0273787105</td>
<td>9th ed., 2013</td>
<td>Pearson/Prentice Hall</td>
<td>63.64</td>
<td>74.87</td>
</tr>
<tr>
<td>6</td>
<td>Cloud Computing: From Beginning to End</td>
<td>Mr. Ray J Rafails</td>
<td>97815111404587</td>
<td>2015</td>
<td>CreateSpace Independent Publishing Platform</td>
<td>20.95</td>
<td>24.65</td>
</tr>
<tr>
<td>8</td>
<td>Database Concepts</td>
<td>David M.Kroenke &amp; David J.Auer</td>
<td>978-1292076232</td>
<td>7th edition, 2015</td>
<td>Prentice Hall</td>
<td>63.64</td>
<td>74.87</td>
</tr>
<tr>
<td>10</td>
<td>Guide to Networking Essentials</td>
<td>Greg Tomsho</td>
<td>978-1305105430</td>
<td>7th ed., 2015</td>
<td>Course Technology</td>
<td>118.75</td>
<td>139.72</td>
</tr>
</tbody>
</table>

**Total:**

- **£562.02**
- **€661.20**
<table>
<thead>
<tr>
<th>A/A</th>
<th>TITLE</th>
<th>AUTHOR</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>PRICE IN £</th>
<th>PRICE IN EURO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Principles of Corporate Finance Law</td>
<td>Eilis Ferran, Look Chan Ho</td>
<td>978-0199671359</td>
<td>2nd ed., 2014</td>
<td>Oxford University</td>
<td>£42.74</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>ACCA F4 Corporate and Business Law (UK) - Complete Text (Acca Complete Texts)</td>
<td>Kaplan Publishing</td>
<td>978-1784156756</td>
<td>2016</td>
<td>Kaplan Publishing</td>
<td>£30.61</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Analysing Financial Statements for Non-Specialists</td>
<td>Jim O'Hare</td>
<td>978-0415624732</td>
<td>2013</td>
<td>Routledge</td>
<td>£26.77</td>
<td></td>
</tr>
</tbody>
</table>

**Estimated Postage & Packaging**

**Estimated Order Total**

£24.24

£209.80 237.9
<table>
<thead>
<tr>
<th>A/A</th>
<th>TITLE</th>
<th>AUTHOR</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>PRICE IN £</th>
<th>PRICE IN EURO</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Mathematics for Economics and Business</td>
<td>Mr Ian Jacques</td>
<td>978-1292074238</td>
<td>8th ed., 2015</td>
<td>Pearson</td>
<td>£42.49</td>
<td>48.39</td>
</tr>
<tr>
<td>4</td>
<td>Economics</td>
<td>Mr John Sloman, Dean Garratt, Prof Alison Wride</td>
<td>978-1292064772</td>
<td>9th ed., 2014</td>
<td>Pearson</td>
<td>£45.89</td>
<td>52.26</td>
</tr>
<tr>
<td>5</td>
<td>International Business</td>
<td>Ricky W. Griffin, Michael Pustay</td>
<td>978-1292018218</td>
<td>8th ed., 2014</td>
<td>Pearson</td>
<td>£52.69</td>
<td>60.00</td>
</tr>
<tr>
<td>6</td>
<td>Marketing Channels: A Management View</td>
<td>Bert Rosenbloom</td>
<td>978-0538477604</td>
<td>8th ed., 2012</td>
<td>South-Western College Pub</td>
<td>£51.35</td>
<td>58.48</td>
</tr>
</tbody>
</table>

**Estimated Postage & Packaging**

£366.44  417.31

---

**NAMES**

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

<table>
<thead>
<tr>
<th>A/A</th>
<th>TITLE</th>
<th>AUTHOR</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>HBK/PBK</th>
<th>PRICE in £</th>
<th>price in euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Marketing Management: The Big Picture</td>
<td>Christie L. Nordhølm, Marta Dapena-Baron</td>
<td>978-1118014554</td>
<td>2014</td>
<td>John Wiley &amp; Sons; Pap/Psc</td>
<td>pbk</td>
<td>£62.99</td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>A/A</th>
<th>TITLE</th>
<th>AUTHOR</th>
<th>ISBN</th>
<th>EDITION</th>
<th>PUBLISHER</th>
<th>HBK/PBK</th>
<th>PRICE</th>
<th>price in euro</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Marketing Management: The Big Picture</td>
<td>Christie L. Nordhielm, Marta Dapena-Baron</td>
<td>978-1118014554</td>
<td>2014</td>
<td>John Wiley &amp; Sons; Pap/Psc</td>
<td>pbk</td>
<td>£62.99</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Essentials of Strategic Management</td>
<td>J. David Hunger, Thomas L. Wheelen</td>
<td>978-1292020907</td>
<td>5th ed., 2013</td>
<td>Pearson</td>
<td>pbk</td>
<td>£55.64</td>
<td></td>
</tr>
</tbody>
</table>

16.6.2017 Supplier: Amazon

Names: Marketing management/Strategic Management/Marketing Management, planning & control
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-institutional\(^3\) 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

<table>
<thead>
<tr>
<th>Name of the institution (and department, where relevant)</th>
<th>Erasmus code</th>
<th>Contact details(^4) (email, phone)</th>
<th>Website (eq. of the course catalogue)</th>
</tr>
</thead>
</table>
| THE CTL EUROCIGELE                                    | CY LARNACA06 | Erasmus Coordinator: Georgios Afxentiou  
afentious@ctleuro.ac.cy  
+357 99385305  
[www.ctleuro.ac.cy](http://ctleuro.ac.cy)  
[http://ctleuro.ac.cy/erasmus/](http://ctleuro.ac.cy/erasmus/) | |
| UNIVERSIDAD CATOLICA SAN ANTONIO DE MURCIA              | E MUERIDA05  | Institutional coordinate: Pablo Blesa  
pblesa@ucam.edu  
Av. de los Jerónimos 135,  
30107 Guadalupe, Murcia, Spain  
Erasmus Coordinator:  
[www.ucam.edu](http://www.ucam.edu)  

\(^1\) 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.

\(^3\) Costs 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 its possible updates.
## G. SIGNATURES OF THE INSTITUTIONS (legal representatives)

<table>
<thead>
<tr>
<th>Institution [Erasmus code]</th>
<th>Name, function</th>
<th>Date</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY LARNACA06</td>
<td>Mr. Andreas Paphanomas</td>
<td>21/12/2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E MURCJAD5</td>
<td>D. José Luis Meadoza</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>President</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Scanned signatures are accepted*
Erasmus+ Programme

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

Inter-institutional^1 agreement 2015-2021^2
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

<table>
<thead>
<tr>
<th>Full name of the institution / city</th>
<th>Erasmus code or city^4</th>
<th>Name of the contact person</th>
<th>Contact details (email, phone)</th>
<th>Website (eg. of the course catalogue)</th>
</tr>
</thead>
<tbody>
<tr>
<td>THE CTL EUROCOLLEGE</td>
<td>CY LARNACA06</td>
<td>Erasmus Coordinator:</td>
<td>Email: <a href="mailto:afxentiou@ctleuro.ac.cy">afxentiou@ctleuro.ac.cy</a></td>
<td><a href="http://www.ctleuro.ac.cy">www.ctleuro.ac.cy</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Georgios Afxentiou</td>
<td>Phone: +357 25736501</td>
<td><a href="http://www.ctleuro.ac.cy/academic-affairs/1-erasmus">http://www.ctleuro.ac.cy/academic-affairs/1-erasmus</a></td>
</tr>
<tr>
<td>Tbilisi State Academy of Art</td>
<td>Tbilisi GE (PIC 935250139)</td>
<td>Maya Kipiani, Head of the Department of International Relations</td>
<td>Address: 22 Giboyedov Str., Tbilisi 0108, Georgia</td>
<td><a href="http://www.art.edu.ge">www.art.edu.ge</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Phone: +995322936959</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Mob.: +99559593393</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:maya.kipiani@art.edu.ge">maya.kipiani@art.edu.ge</a></td>
<td></td>
</tr>
</tbody>
</table>

^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)**

<table>
<thead>
<tr>
<th>Institution [Erasmus code or name and city]</th>
<th>Name, function</th>
<th>Date</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY LARNACA06</td>
<td>Mr. Andreas Papathomas Executive Director THE CTL EUROCOLLEGE</td>
<td>1/11/2017</td>
<td>[Signature]</td>
</tr>
<tr>
<td>Tbilisi GE</td>
<td>George Gugushvili Rector, Professor</td>
<td>2/11/2017</td>
<td>[Signature]</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Full name of the institution / country</th>
<th>Erasmus code or city⁴</th>
<th>Name of the contact person</th>
<th>Contact details (email, phone)</th>
<th>Website (e.g. of the course catalogue)</th>
</tr>
</thead>
</table>
| THE CTEUROCOLLEGE                    | CY LARNACA06          | Erasmus Coordinator: Georgios Afxentiou | Email: alexeiug@cteuro.ac.cy
Phone: +357 25736501 | www.cteuro.ac.cy
http://www.cteuro.ac.cy/ct/1-academic-affairs/1-erasmus |
| Universum College                      | PRISHTINA             | Arlinda Qeleja, 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.
<table>
<thead>
<tr>
<th>Institution [Erasmus code or name and city]</th>
<th>Name, function</th>
<th>Date</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>CY LARNACA06</td>
<td>Mr. Andreas Papadomas</td>
<td>1/11/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>THE CTL EUROCOLLEGE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PRISHTINA</td>
<td>Arliska Qohaja, MBA</td>
<td>25/10/2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Head of International Office</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Universum College</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Code Scale</th>
<th>Scale Description</th>
<th>Scale Point</th>
<th>Annual Gross Rate €</th>
<th>Annual Gross Range €</th>
<th>Qualifications/Experience</th>
<th>Publications Articles /Researches</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>101</td>
<td>Professor</td>
<td>1</td>
<td>37,200</td>
<td>37,200-38,400</td>
<td>Holder of PhD, plus 11 years teaching experience</td>
<td>Evidence of research and publications in recognized Academic journals, books and conference proceedings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2</td>
<td>38,400</td>
<td></td>
<td>11 + years TE</td>
<td></td>
</tr>
<tr>
<td>102</td>
<td>Associate Professor</td>
<td>1</td>
<td>28,800</td>
<td>28,800-34,800</td>
<td>Holder of PhD, plus 7 years teaching experience</td>
<td>Evidence of research and publications in recognized Academic journals, books and conference proceedings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2</td>
<td>33,600</td>
<td></td>
<td>8-9 years TE</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>34,800</td>
<td></td>
<td>10-11 years TE</td>
<td></td>
</tr>
<tr>
<td>103</td>
<td>Assistant Professor</td>
<td>1</td>
<td>24,000</td>
<td>24,000-26,400</td>
<td>Holder of PhD, plus 3 years teaching experience</td>
<td>Evidence of research and publications in recognized Academic journals, books and conference proceedings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2</td>
<td>25,200</td>
<td></td>
<td>4-5 years TE</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>3</td>
<td>26,400</td>
<td></td>
<td>6-7 years TE</td>
<td></td>
</tr>
<tr>
<td>104</td>
<td>Senior</td>
<td>1</td>
<td>16,800</td>
<td>16,800-21,600</td>
<td>Holder of PhD</td>
<td>NA</td>
</tr>
<tr>
<td>Lecturer</td>
<td></td>
<td>with no teaching experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------</td>
<td>---</td>
<td>-----------------------------------</td>
<td>---</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>18,000</td>
<td>3-5 years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>19,200</td>
<td>6-8 year TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>20,400</td>
<td>9-11 year TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>21,600</td>
<td>11+ years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>105 Lecturer 1</td>
<td>1</td>
<td>14,400</td>
<td>14,000-19,200</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>15,600</td>
<td>3-5 years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>16,800</td>
<td>6-8 years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>18,000</td>
<td>9-11 years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>19,200</td>
<td>11+ years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>106 Lecturer 2</td>
<td>1</td>
<td>12,000</td>
<td>12,000-16,800</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>13,200</td>
<td>3-5 years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>14,400</td>
<td>6-8 years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>15,600</td>
<td>9-11 years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>16,800</td>
<td>11+ years TE</td>
<td>NA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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.
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

### RESEARCH AND DEVELOPMENT BUDGET 2018

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Implementation</th>
<th>Available</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>College investment in research and development</td>
<td>€ 30,600.00</td>
<td>€ 5,780.00</td>
<td>€ 24,820.00</td>
</tr>
<tr>
<td>National research funding</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
</tr>
<tr>
<td>European research funding</td>
<td>€ 1,290.00</td>
<td>€ 1,050.00</td>
<td>€ 1,400.00</td>
</tr>
<tr>
<td>European structural funds</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
</tr>
<tr>
<td>Sponsorship from private businesses</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
</tr>
<tr>
<td>Donations from social and scientific events</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
</tr>
<tr>
<td><strong>Sub-Final Amount</strong></td>
<td>€ 32,790.00</td>
<td>€ 6,830.00</td>
<td>€ 25,960.00</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel salaries</td>
<td>€ 22,800.00</td>
<td>€ 4,010.00</td>
<td>€ 18,790.00</td>
</tr>
<tr>
<td>Personnel training</td>
<td>€ 500.00</td>
<td>€ 0.00</td>
<td>€ 500.00</td>
</tr>
<tr>
<td>Participation in conferences (Tickets, Accommodation, Conference fees e.t.c)</td>
<td>€ 1,740.00</td>
<td>€ 1,200.00</td>
<td>€ 540.00</td>
</tr>
<tr>
<td>Academic journal membership fees</td>
<td>€ 500.00</td>
<td>€ 0.00</td>
<td>€ 500.00</td>
</tr>
<tr>
<td>Professional journal membership fees</td>
<td>€ 450.00</td>
<td>€ 130.00</td>
<td>€ 320.00</td>
</tr>
<tr>
<td>Purchase of equipment for research (Computers, printers, software)</td>
<td>€ 1,900.00</td>
<td>€ 700.00</td>
<td>€ 1,200.00</td>
</tr>
<tr>
<td>Purchase of books, academic and technical materials for research, office supplies</td>
<td>€ 500.00</td>
<td>€ 0.00</td>
<td>€ 500.00</td>
</tr>
<tr>
<td>Organization of events for the promotion of research</td>
<td>€ 200.00</td>
<td>€ 0.00</td>
<td>€ 200.00</td>
</tr>
<tr>
<td>Auto travel expenses</td>
<td>€ 1,500.00</td>
<td>€ 300.00</td>
<td>€ 1,200.00</td>
</tr>
<tr>
<td>Publication of articles and papers</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
</tr>
<tr>
<td>Utility costs (Electricity, Phone)</td>
<td>€ 600.00</td>
<td>€ 150.00</td>
<td>€ 450.00</td>
</tr>
<tr>
<td><strong>Sub-Final Amount</strong></td>
<td>€ 32,790.00</td>
<td>€ 6,830.00</td>
<td>€ 25,960.00</td>
</tr>
<tr>
<td><strong>Grand Final Amount</strong></td>
<td>€ 0.00</td>
<td>€ 0.00</td>
<td>€ 0.00</td>
</tr>
</tbody>
</table>

---

Georgios Agerbou
Director of Administration and Finance

CITI EUROCOLLEGE
Head of Research and Development
ANNEX K     PRE- AGREEMENT

PRE-AGREEMENT

BASIC CONDITIONS FOR EMPLOYMENT OF FULL-TIME
FACULTY PERSONNEL

The present PRE-AGREEMENT is made between Andreas Papathomas Ltd. owners of CTL
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)
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 Sophia Petrino

Date: 16/05/2018