

Doc. 300.1.2

Higher Education Institution's Response

Date: 21/01/2021

- Higher Education Institution: European University Cyprus
- Town: Nicosia
- Programme of study Name (Duration, ECTS, Cycle)

In Greek:

Διοίκηση Επιχειρήσεων (3 Έτη, 180 ECTS, D.B.A.)

In English:

Business Administration (3 Years/180 ECTS, D.B.A.)

- Language(s) of instruction: English
- Programme's status: Currently Operating

edar/// 6U09.

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the "Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 to 2019" [N. 136 (I)/2015 to N. 35(I)/2019].

A. Guidelines on content and structure of the report

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

The Department of Management and Marketing of the European University Cyprus wishes to express its sincere gratitude to the External Evaluation Committee (EEC) for the re-evaluation of the doctoral programme of study Doctor in Business Administration (D.B.A.).

The collegial spirit created by the members of the EEC during the evaluation processes created an atmosphere of knowledge sharing and synergy which allowed the members of the Department to support the program to the best of their abilities. It is thus, with great pleasure that the Department of Management and Marketing noted the positive feedback of the EEC and we appreciate its insightful recommendations, which provided us the opportunity to further improve the quality and ensure the future implementation of the programme.

In the following pages, we respond in detail to all recommendations for improvement suggested by the EEC and we provide all relevant information to explain the actions taken to ensure that the newly accredited programme is of high quality.

1. Study programme and study programme's design and development (ESG 1.1, 1.2, 1.8, 1.9)

Comments by EEC:

Although the program is running for several years, there are no completions. Therefore, it is not possible for the EEC to evaluate the quality of the theses defended. The minimum registration period is out of line with the majority of DBA programs in Europe, which usually have a minimum registration period of 4 or 5 years. Despite running for several years, the program has failed to attract a sufficient number of students to make it sustainable.

Response by EUC:

We fully agree with the EEC comments. In fact there no graduates from the program yet. The 1st graduate is expected in Spring 2021. The student is attending the program on a part time basis with an expected duration of his studies being 6 years. According to the requirements as set by the Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA) all doctoral degrees should have a minimum duration of 3 years and a maximum duration of 6 years (with the possibility of requesting an extension up to 8 years).

The Program's Curriculum responds to the full-time path of the DBA study. The earliest that a DBA full-time student may complete her/his studies is in three years. In the case that a registered DBA student applies for the part-time mode of study, s/he will be required to attend course load less than 30 ECTS per semester and as a result his/her studies are extended up to six years. This is compatible with the majority of DBA programs in Europe. It has to be noted here that the majority of DBA students are attending the program on a part-time basis.

The total number of students attending the program is eight (8). The number of students attracted are within the planned numbers taking into consideration the structure of the program and the target market. The target market is primarily the Cyprus market. The sustainability of the program is safeguarded due to the synergies with the Ph.D. program offered by the Department.

The program is now offered on a face-to-face mode of instruction. This delivery does not offer the opportunity for international students entering the program. The program is addressed primarily to working students. The program committee has taken into consideration the recommendations of the EEC and has changed the structure and delivery of the program –including offering all taught courses in distance learning mode of instruction- in order to safeguard its sustainability.

All changes are described in Section 2 below.

2. Teaching, learning and student assessment (ESG 1.3)

Comments by EEC:

The success of EUC in many areas is somewhat mitigated by some challenges it needs to address in its DBA program.

Having a policy of 2 student intake per semester did not produce the results expected. The program started in 2014 (first student entering the program), and so far, has only 8 students at different stages in their studies. There appears to be a less than expected interest from aspiring doctorate students, which needs to be addressed and the cause of the lacking interest out to be pinned down.

The 3-year DBA program is expected to produce its first Doctorate in 2021 or 2022. It is possible that the coursework needed is greater than today's and the students may need to take more courses prior to launching their thesis work. The three year program could become a bit lengthier, but its outcomes will probably improve.

Response by EUC:

We fully agree with the above suggestion of EEC.

As noted above, the total number of students attending the program is eight (8). The number of students attracted are within the planned numbers taking into consideration the structure of the program and the target market. The target market is primarily the Cyprus market. The sustainability of the program is safeguarded due to the synergies with the Ph.D. program offered by the Department.

Given that the program is now offered on a face-to-face mode, this delivery mode does not offer the opportunity for international students entering the program. The program is addressed primarily to working students.

Following the recommendations of EEC the program committee has decided to change the structure and delivery of the program in order to safeguard its sustainability. Given that the recommendation of the EEC is to include more coursework in order to make it more attractive to prospective students, the DBA committee has decided the following changes in the structure and delivery of the program:

- 1. Addition of the following coursework:
 - Business Economics and Finance in a Global Environment
 - Marketing Strategy and Consumer Behavior
 - Business Analytics and Information Systems
 - Substitution of the existing course BUS700- Advanced Studies in Business Administration with a new course "Management Strategy for Performance"

The new structure of the program is shown on the table below.

- 2. Removal of the requirement of passing a Comprehensive Exam.
- 3. Modification of the admissions requirement as follows:
 - Applicants should have a recognized Master's degree. Priority will be given to applicants with 4 years managerial experience.
- 4. The taught courses shall be offered in a distance learning mode of instruction so as to facilitate the effort of the University to attract international students and thus safeguard the sustainability of the program.

A/A	Course Name	ECTS
1.	RES 700 Advanced Quantitative Research Methods	10
2.	RES 710 Advanced Qualitative Research Methods	10
3.	DBA 700 Management Strategy for Performance	10
4.	DBA 710 Business Economics and Finance in a Global environment	10
5.	DBA 720 Marketing Strategy and Consumer Behavior	10
6.	DBA 730 Business Analytics and Information Systems	10
7.	Preparation and Submission of a Thesis/ Dissertation Proposal	30
8.	D.B.A. Fieldwork	60
9.	D.B.A. Thesis/Dissertation	30
	Total	180

The new courses syllabi are attached in Appendix I (DBA Syllabi).

3. Teaching Staff (ESG 1.5)

Comments by EEC:

- 1. The EUC is offering workload reduction to its faculty members to conduct research and that is an incentive used by some of the members. No mention of sabbaticals was made. Although some of the faculty are prolific researchers, some others need more encouragement and motivation to engage in more research.
- 2. Also, the faculty could be more active in participating in Erasmus programs. Additionally, most professors could teach in other programs of the university and they could take advantage of it to broaden their own and their students' horizons.

Response by EUC:

We thank the EEC for these important recommendations, which we have taken into account, as indicated below:

- 1. In fact the EUC is offering workload reduction to its faculty members to conduct research. For motivating faculty members to be engaged in research, the EUC has developed a research policy. The policy aims to provide a framework that allows academics and researchers of the University to contribute towards its mission to "develop a pioneering and innovative research infrastructure with the objective of generating new knowledge". As can be seen in the document (Appendix II), this is to be achieved in various ways and policy provisions including among others:
 - Procedures for the award of Teaching Hours Reductions to faculty on the basis of participation in projects, authoring of books or by accumulation of research points
 - Rules governing Internal Research Awards
 - A framework for the establishment of Research Centers and Laboratories
 - Rules governing External Research Programs
 - Provisions for the establishment of a research fund
 - Procedures for acquiring equipment purchased through external or internal research funding
 - Procedures for research appointments and affiliations.

As far as the Teaching Hours Reduction provision, this allows the teaching hour reduction of a research active faculty from twelve (12) hours per week to six (6) or nine (9) based on the research record application of each Faculty member.

The Research Policy is attached in Appendix II.

Furthermore the EUC has developed the policy of a Sabbatical Leave. A Sabbatical Leave is defined at EUC as a leave for encouraging faculty members to engage in scholarly research and international networking that will increase their scholarly achievement or their capacity for service to the University internationalization policy.

The EUC Policy on Sabbatical Leave is attached in Appendix III.

2. A large number of Faculty members are participating in Erasmus programs. Towards this direction, EUC has developed Institutional agreements with a large number of universities.

We inform the EEC that the policy of the University is to have faculty members teaching on other courses of the School as well. This policy is going to be strengthened facilitating faculty members to teach and in other Schools of the University as well.

A full list of the agreements are attached in Appendix IV (Institutional Agreements).

4. Students

(ESG 1.4, 1.6, 1.7)

Comments by EEC:

There is a concern about whether attending MBA modules is sufficient for candidates entering with a Bachelor's degree. Could consider offering additional research methods courses for those students as they most likely never completed a research thesis project in their Bachelor's studies. Because there are no completions to date, it is difficult to assess the efficacy of student progress and certification processes.

Response by EUC:

We totally agree with the EEC's conclusion/recommendation regarding the possibility of Bachelor's Degree holders entering the DBA program. The Program committee has decided to remove the above possibility from the admissions criteria. The admission requirements were modified, so that only postgraduate degree holders may apply for the DBA Programme. The admissions criteria to the Program have been modified as follows:

 Applicants should have a recognized Master's degree. Priority will be given to applicants with 4 years managerial experience.

5. Resources

(ESG 1.6)

Comments by EEC:

More synergies with the PhD program could enhance the overall research environment. They could also have a positive influence on the range and quality of DBA projects undertaken by students.

Response by EUC:

We inform the EEC that the current structure of the program has some synergies with the Ph.D. program offered by the Department.

Considering the proposed curriculum out of the 6 courses that should be attended by DBA students the two courses RES 700 Advanced Quantitative Research Methods and RES 710 Advanced Qualitative Research Methods are the same with the Ph.D. curriculum. Further on, the DBA students are attending all the colloquium and other activities that are developed for the Ph.D. students, and vice versa. DBA Students are encouraged to present their work in Ph.D. conferences and workshops organized in Cyprus and abroad.

This allows the DBA students to communicate and cooperate with the Ph.D. students at the Department, the University, locally and internationally with all the positive influence on the quality of the research work and output.

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6. Additional for distance learning programmes (ALL ESG)

N/A

7. Additional for doctoral programmes

(ALL ESG)

Comments by EEC:

- 1. The EEC recommends to strengthen the research environment and critical mass with a minimum of 20 full time members of faculty qualified to supervise doctoral students. In the future a minimum size of the programme should include at least 20 DBA students so that the students are part of a sufficiently large cohort for creating the learning environment in a sustainable manner.
- 2. The EEC found that there is some inconsistency between the full time and part time modes, thus recommending that the school reviews the program and how it is delivered for part time students.

As a result of the lack of completions, it is difficult to evaluate progression procedures and standards of doctoral theses. There is a clear need for strengthening the marketing effort to attract and select qualified candidates for building a sustainable cohort of minimum size.

Response by EUC:

We thank the EEC for these important recommendations, which we have taken into account, as indicated below:

1. We appreciate the recommendation of EEC to strengthen the research environment and critical mass of the students attending the program. We inform the EEC that the number of faculty members who supervise the DBA thesis work are currently 20. Further on, the above team is reinforced as of the Fall 2020 with five (5) new scientific collaborators who can further support existing faculty in the supervision of DBA project work.

The DBA program committee has decided to revise the structure and the curriculum of the DBA program so as to make it attractive to working students as follows:

- Modify the curriculum by adding more coursework (as described in Section 2 above)
- o Change the delivery mode of the coursework from face-to-face to distance learning.

The policy of the University is to open the program for international students as well. The above modifications are expected to make the program more attractive to international students.

2. The Program's Curriculum responds to the full-time path of DBA study. The earliest that a DBA full-time student may complete her/his studies is in three years. In case a registered DBA student applies for the part-time mode of study, s/he will be required to attend course load less than 30 ECTS per semester and consequently his/her studies are extended up to six years. As a result this is compatible with the majority of DBA programs in Europe. It must be noted also that the majority of DBA students are attending the program on a part time mode.

Following the above changes EUC shall strengthen the marketing efforts to promote the program in the European and International market.





8. Additional for joint programmes (ALL ESG)

N/A

B. Conclusions and final remarks

Comments by EEC:

The EEC found that the DBA programme was established in 2014 with clear objectives and learning outcomes.

However, since its creation it has attracted only a small number of students. This is a concern for the sustainability of the programme, despite the availability of qualified faculty and resources to support a larger program.

Therefore, the EEC recommends that the University reviews the sustainability of the program and consider the following recommendations:

- 1. Increase the number of students per cohort and create a critical mass for enabling a vibrant learning environment.
- 2. Review the minimum and maximum registration periods in the light of the part time predominance of programme delivery.
- 3. Define clear standards for progression and completion. Having more completions in the future will allow for a more comprehensive and evidence-based evaluation of the program-level learning outcomes.

Response by EUC:

We thank the EEC for these important final remarks, which have been attempted as follows:

- 1. We fully agree with the recommendation of EEC to review the sustainability of the program. In this direction the DBA program committee has decided to revise the structure and the curriculum of the DBA program so as to make it attractive to working students. The policy of the university is to open the program for international students as well. Towards this direction the curriculum has been revised by adding more courses. The curriculum changes are described in section 2 above and the courses content are presented in Appendix I. The course work shall be now offered in a distance learning mode of instruction so as to facilitate the effort of the University to attract international students.
- 2. We inform the EEC that the Program's Curriculum responds to the full-time path of DBA study. The earliest that a DBA full time student may complete her/his studies is in 3 years. In the case a registered DBA student applies for the part-time mode of study, s/he will be required to attend course load less than 30 ECTS per semester and as a result his/her studies are extended up to six years with a possibility of extending it up to 8 years. This duration is compatible with the majority of DBA programs in Europe. We inform the EEC that the majority of DBA students are attending the program on a part time mode.
- 3. The standards for progression are clearly defined in the Program Guide (see Appendix V).

We would like to sincerely thank the EEC for the positive feedback and its constructive recommendations. As described in the previous sections of the report, the Department of Management and Marketing made a focused effort to address each of the EEC's recommendations. As such, we believe that these actions enhance the quality of the DBA program. By making these changes, we believe that we are now able to offer a significantly improved

program of study which is in line with the European Qualifications Framework and which builds on our strengths and our readiness to implement the program in an attractive student-friendly environment. We summarize in brief some of the major adaptations described in more depth above:

- 1. Increase the number of course work from 3 courses to 6.
- 2. Modification of the admissions requirement as follows:
 - Applicants should have a recognized Master's degree. Priority will be given to applicants with 4 years managerial experience.
- 3. Course work shall be offered in a distance learning mode of instruction so as to facilitate the effort of the University to attract international students and thus safeguard the sustainability of the program.
- 4. The pool of instructors teaching on the DBA program has been reinforced.
- 5. A policy of a Sabbatical Leave has been developed.

The program has in place a quality assurance system the aim of which is to continually develop the program and adjust it to environmental changes.

In closing, we would like to say that the Department of Management and Marketing found the EEC's candid discussions, a constructive learning process. We all believe that this review was a positive experience and feel that we were provided with important input on how to move effectively forward. In addition, we have thoroughly reviewed the findings, strengths and areas of improvement clearly indicated by the EEC following its review and attempted to respond to each item specifically and succinctly, indicating our actions. By embracing the EEC's comments and suggestions, we are convinced that our program will be able to more effectively ensure the learning outcomes of its students. In this regards, we are grateful to the EEC for their candid discussions regarding our program, and the insightful comments and suggestions throughout their report.

C. Higher Education Institution academic representatives

Name	Position	Signature
Prof. Andreas Efstathiades	DBA Program Coordinator	
Dr. Myria Ioannou	Chairperson, Department of Management and Marketing	
Dr. Pieris Chourides	Dean, School of Business Administration	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	

Date: 21/01/2021





Course Title	Management Strategy for Performance				
Course Code	DBA700				
Course Type	Compulsory				
Level	D.B.A. (3 rd C	Cycle)			
Year / Semester	1 st Year / 1 st	st Semester			
Teacher's Name	Dr. Pieris Ch	nourides			
ECTS	10	Lectures / week	3 Hours / 14 weeks	Laboratories / week	None
Course Purpose and Objectives	This course is designed to provide an in depth look at some of the major topics of interest in contemporary strategy and the resulting organizational behavior (both micro and macro-organizational behavior). Drawing on theory and research in strategy, the resource view of the firm and core competences, psychology, social psychology, sociology and organizational behavior, we shall explore individual, interpersonal, and group processes in work organizations, as well as issues at the organizational and inter-organizational levels and how strategy changes affect/challenge them.				
Learning Outcomes	 Issues at the organizational and inter-organizational levels and how strategy changes affect/challenge them. Upon succesful completion of this course, students should be able to: Apply advanced knowledge and tools, which are necessary to conceptualize and evaluate a firm's competitive environment and resources Develop an appreciation of the broader issues relating to the formulation and implementation of a competitive strategy Explain the complex relationship and synthesis among organizational variables such as structure, policies, leadership and management practices, the work itself, emotion, culture, groups, learning, motivation, innovation, power, conflict, knowledge management and change. Apply advanced techniques in measuring and evaluating strategic performance Critically analyze a contemporary organization and identify the key variables that contribute to its effectiveness Evaluate and select Organizational Forms for long-term survival and sustainability. Evaluate the knowledge development as is derive from the strategy formulation process. Critically evaluate organizational and functional strategy. 				

Prerequisites	None	Co-requisites	None
Course Content	Our emphasis will be on the development of theory and research, as well as managerial implications. Our approach will typically involve reading seminal pieces or literature reviews on a topic and examining in depth several empirical papers on the subject. An overview of the topics that will be covered through the course is given below:		pach will typically involve on a topic and examining ject.
	Organizational behavior Sense making and causa Person-situation interact Motivation Social networking and K Leadership and power Organizations as socio-ta Behavioral theory of organizations	al attribution ionism nowledge Transfer/ echnical systems	
	relevance to strategy the	nd control I and New Theories of econo eory ent and the interp	mic organizing and their blay between Normative
	Formulation and Design Strategy theory as positi What is strategy? How d How does industry matte	versus emergence some theory versus not one of the contraction of the contraction we do strategy reser? An industry-base	rmative theory search?
	applications) How do institutions affec	ind IT relationship er? An institution-bas t strategy?	sed view (foundations and A substantive view and a
	process perspective Strategic Management a Balanced Score Card Ap Organizational Learning Boards, corporate gover	and Performance opproach and Strategrand Knowledge Mainance and social res	ic Management nagement
	Inter-organizational relat The knowledge economy New business models Rationalizing Mergers, A	· /	nces

Teaching Methodology	Face to face		
Bibliography	Books		
	De Wit, B and Meyer, R. (Lates Context: An International Perspe	t Edition) Strategy Process, Content, ctive, Thomson.	
	Grant M. Robert (Latest Edition John Wiley and Sons Ltd	n). Contemporary Strategy Analysis,	
	Johnson G, Scholes K, and White Corporate Strategy, FT Prentice	ttington R, (Latest Edition), Exploring Hall	
	Kaplan S. Robert and Norton P Focused Organization, Harvard I	David (Latest Edition), The Strategy Business School Press.	
	Mintzberg, H. Lampel, J. Quinn, J. B. and S. Goshal (Latest Edition The strategy Process: concepts, contexts, cases, London: Prentice Hall		
Senge P, (Latest Edition), The fifth Principle: The Art and I The Learning Organization			
		atest Edition), Strategic Management Edition, New York: Prentice Hall	
Assessment	Examinations Assignments Class Participation and Attendance	60% 30% 10%	
Language	English		

Course Title	Business Economics and Finance in a Global Environment				
Course Code	DBA710				
Course Type	Compulsory				
Level	D.B.A. (3 rd C	Sycle)			
Year / Semester	1 st Year / 2 ^r	d Semester			
Teacher's Name	Dr. Loukia E	vripidou			
ECTS	10 Lectures / week 3 Hours / Laboratories / None 14 weeks week				None
Course Purpose and Objectives	The course deals with a variety of issues related to finance and economics that help management to make rational decisions in the business environment. Students will be introduced to the tools of economic and financial analysis and will learn how to manage better the resources of an organization that will lead to maximizing the value of shareholders. Students will also be exposed to the real world situations where theory and practice come together.				
Learning Outcomes	 Upon succesful completion of this course, students should be able to: Implement economic and financial tools in decision making and problem solving Demonstrate knowledge of the principles of good corporate governance, internal control and professional ethics Comprehend the basics of time value of money and its applications Evaluate and analyze the various methods of investment appraisal Understand risk and how it affects financial analysis and decision making Illustrate awareness of the financial markets' operation and understand and its significance for corporations and the economy in general Analyze real-world business problems with a systematic theoretical framework Apply statistical techniques (e.g., regression analysis) to estimate demand. 				
Prerequisites	None	Co	requisites	None	

Course Content

Introduction to Financial Management

- Financial management and the management functions
- The significance of investments in the future growth of the company
- The management of working capital of the company
- The return on capital for the company and shareholders
- The role of financial manager and the treasurer

Agency Problem and Corporate Governance

- The nature of agency problem
- The agency costs that arise from the agency problem
- Corporate governance systems
- Alignment of management interests with those of the shareholders
- Share option schemes

Time Value of Money and Applications and Risk and Returns

- The time value of money
- The power of compounding
- Compounding and discounting
- Annual, semiannual and quarterly compounding
- Loan payments and loan amortization

Capital Budgeting Techniques

- The need for investment appraisal for a business
- The use of then net present value and the other methods of investment appraisal
- The internal rate of return method and its limitations
- The payback period and the modified discount payback period
- The internal rate of return method

Shares and Bonds

- The role of financial markets in the economy
- Common shares, preferred shares and bonds as sources of financing for the company
- Relationship between risk and return
- Various financing tools and choose then best one under the circumstances
- Dividend policy of the company and whether it can enhance shareholder value.

Financial Statement Analysis

- Calculation of ratios
- Interpretation of ratios and comparison them with the company with its past as well as with its competitors

Working Capital Management

- What working capital is and why it is important for a business
- Trade-off between liquidity and profitability

Introduction to Managerial Economics

- How scarcity affects managerial decision making
- How goals, constraints, incentives, and market rivalry affect economic decisions
- Economics versus accounting profits and costs
- The role of profits in a market economy
- Marginal analysis to determine the optimal level of a managerial control variable
- Application of economics models in a business environment

Supply and Demand Analysis

- The laws of demand and supply, and factors that cause demand and supply to shift
- Calculate consumer surplus and producer surplus and describe what they mean
- Taxes ad valorem taxes, price floors, and price ceilings and their effect on the functioning of a market
- Supply and demand analysis as a qualitative forecasting tool
- Price determination in a competitive market, and changes in equilibrium price with changes in determinants of demand and supply

Demand Estimation and Elasticities

- Various elasticities of demand as a quantitative tool to forecast changes in revenues, prices, and/or units sold.
- The relationship between the elasticity of demand and total revenues
- The three factors that influence whether the demand for a given product is relatively elastic or inelastic
- The relationship between marginal revenue and the own price elasticity of demand
- Determination of elasticities from linear and log-linear demand functions
- Regression analysis in estimating demand functions, and how to interpret and use the output of the regression.

Production

- Alternative ways of measuring the productivity of inputs and the role of then manger in the production process
- Short run and long run in production and their implications on productivity
- Use isoquants to explain the substitution between labor and capital

	 Use isoquant analysis to illustrate optimal input substitution Short-run and long-run production decisions and indicate their impact on economies of scale. The relationship between marginal product of labor and marginal product of capital in the long-run 		
	Costs - Opportunity cost in managerial decision making - Behavior of costs in the short-run - Isocost curves - Relevant costs and their use in decision making - How efficient production leads to lower costs of production		
	 International Financial Management Challenges, opportunities and risk that a multinational business may face when operating abroad Difference between stop and forward exchange rates The basic relationships between spot exchange rates, forward exchange rates, interest rates and inflation rates. Strategies to protect the firm against foreign exchange risk Net Present Value analysis for projects with cash flows in foreign currencies 		
Teaching Methodology	Face to face		
Bibliography	Business Finance, Theory and Practice, by Eddie McLaney, Pearson Education Publishers, latest edition Principles of Corporate Finance, Richard Brealey and Stewart Myers and Franklin Allen, McGraw Hill, Latest Edition Managerial Economics, by William F. Samuelson and Stephen G. Marks, Wiley publishers, latest edition Managerial Economics in a Global Economy, by Dominick Salvatore, Oxford University Press, Latest Edition		
Assessment	Examinations Assignments Class Participation and Attendance 10% 100%		
Language	English		

Course Title	Marketing Strategy and Consumer Behavior		
Course Code	DBA720		
Course Type	Compulsory		
Level	D.B.A. (3 rd Cycle)		
Year / Semester	1 st Year / 2 nd Semester		
Teacher's Name	Dr. Lycourgos Hadjiphanis / Dr. Myria Ioannou / Dr. Dino Domic		
ECTS	10 Lectures / week 3 Hours / Laboratories / None 14 weeks week		
Course Purpose and Objectives			
Learning Outcomes	 Upon succesful completion of this course, students should be able to: Assess the internal and external marketing environment Evaluate changes in the client environment, its purchasing powers, procedures, and its constraints through marketing research Design effective marketing strategies to create value and achieve organizational objectives. 		

	 Determine the central role of consumer behaviour in marketing and value creation Evaluate the various factors which affect consumer behaviour Compare the different types of consumer decisions Choose a sustainable strategy implementation program. 			
Prerequisites	None Co-requisites None			
Course Content	 Strategic marketing plan: strategies of the plan Analysis of the marketing environment using marketing research tools Relationship management and value creation processes Segmentation strategies Targeting strategies Understanding Contemporary Consumer Behavior Perception: Creating and Positioning Brand Values Identity and the Self: Selling perfection Motivation: Why do we buy? Attitudes and Behavior Culture and group influences Consumer-Decision Decision Making Creating / co-creating value and positioning strategies Marketing mix strategies: from the 4Ps to the 8Ps 			
Teaching Methodology	Face to face			
Bibliography	Prentice Hall. 2. Solomon, M (Late having & Being", I are having & Being", I are having, Pear having, Pear having, Pear having, Pear having and Marketing, P. "CON are having and Marketing are having and Marketing are having a having are having a having are having a having a having are having a having	est Edition) "CONSU Prentice Hall Ship Marketing: Explo rson ISUMER BEHAVIOU	nagement" 15th edition, MER BEHAVIOR: Buying oring Relational Strategies JR", latest edition elationship Management: indle Edition, Routledge	

Assessment	Examinations Assignments Class Participation and Attendance	60% 30% 10% 100%	
Language	English		

Course Title	Business Analytics and Information Systems				
Course Code	DBA730				
Course Type	Compulsory				
Level	D.B.A. (3 rd C	Cycle)			
Year / Semester	1 st Year / 2 ^r	nd Semester			
Teacher's Name	Dr. Lycourgo	os Hadjiphanis			
ECTS	10	Lectures / week	3 Hours / 14 weeks	Laboratories / week	None
Course Purpose and Objectives			cepts, your epts to real re statistics concepts in ampling to sed on box ughout the tanalytical aspirations, h concrete reasingly actices. For managers marketing, rees - must information personnel pitalize on		
Learning Outcomes				analytics to d decision	

Explain and evaluate the terminology and concepts related to hardware, software, and networks. This includes: a. Describe basic information technology concepts b. Define various business information systems, including transaction processing systems, management information systems, decision support systems, group support systems, and enterprise resource planning systems c. Define and distinguish among the Internet, Intranets, and Extranets Judge and recommend ethical issues related to using technology in business contexts Experiment information technology as a tool to do essential business tasks. This includes: a. Create documents, presentations, and spreadsheets b. Use the web to find information and/or create web pages Prerequisites Co-requisites None None 1. Introduction to Analytics Course Content 2. Visualization/ Data Issues Organization/sources of data Importance of data quality Dealing with missing or incomplete data **Data Classification** 3. Data Mining Introduction to Data Mining Data Mining Process Data mining tool Market Basket Analysis Regression Trees 4. Decision Modeling Optimization Decision Making under Uncertainty / Simulation 5. Demonstrate computer literacy by recalling terminology and concepts related to hardware, software, and networks 6. Critically communicate effectively with technical and nontechnical colleagues 7. Use MIS to enhance decision making 8. Generate informational reports

	 9. Build and/or interpret models for planning 10. Organize, summarize, and analyze data 11. Create meaningful and effective information 12. Critically analyse business Transaction Processing Systems and Enterprise Resource Planning Systems 13. Critically analyse various Business Information Systems and concepts in Information Technology 14. Critically analyse the Internet, Intranets, and Extranets 15. Critically analyse ethical issues in business related to technology. 		
Teaching Methodology	Face to face		
Bibliography	Kenneth C. Laudon, Jane P. Laudon, Management Information Systems: Managing the Digital Firm (16th Edition). Pearson Ramesh Sharda, Dursun Delen. Business Intelligence, Analytics, and Data Science: A Managerial Perspective. (4th Edition). Pearson Baltzan, P., Business-driven information systems. McGraw Hill Higher Education. Bocij, P., Greasley, A. and Hickie, S., Business Information Systems: Technology, Development and Management. Pearson education.		
Assessment	Examinations Assignments Class Participation and Attendance 10% 100%		
Language	English		



INTERNAL REGULATION ON

RESEARCH POLICY

54th Senate Decision: 21 December 2017 60th Senate Decision: 2 October 2018 70th Senate Decision: 13 December 2019

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Introduction

Within the framework of further contribution to the research community, the mission of the European University Cyprus (from now on referred to as the University or EUC) is to develop a pioneering and innovative research infrastructure with the objective of generating new knowledge. The university focuses on both fundamental and applied research and wherever possible the commercial application or exploitation of the research results.

The policy is guided by the following broad objectives:

- 1) The establishment of an interdisciplinary approach for researchers with attractive conditions for accessible movement among institutions, disciplines, sectors and countries, without financial and administrative obstacles.
- 2) The creation of state of the art research infrastructures, including research centres, foundations, units and/or laboratories, which are integrated and networked and accessible to research teams from across the EUC.
- 3) Introduction of a simple and harmonized regime for intellectual property rights in order to enhance the efficiency of knowledge transfer, in particular between public research and industry.
- 4) Optimization of research programs and priorities, for example by developing joint principles for the administration of European, national and regional funding programs.
- 5) The strengthening of international cooperation enabling faculty and other scholars in the world to participate in various research areas, with special emphasis on developing multilateral initiatives to address global challenges.
- 6) The transfer of research-based knowledge to EUC students

Research is conducted by faculty members, research associates/research personnel and PhD students either on their own or within the framework of external (national, European, international) and internal funding programs that are launched by the University.

The Research Policy provides a code of conduct for research and is intended for all staff, including people with honorary positions, faculty members, special teaching personnel, scientific collaborators, special scientists, research associates, and students carrying out research at or on behalf of the University.

All groups mentioned above must familiarize themselves with the Research Policy to ensure that its provisions are observed.

1. EUC Research Ethics Policy

1.1 Scope and Purpose

- 1. The aim of the EUC Research Ethics policy is to promote and encourage a high quality research and enterprise culture, with the highest possible standards of integrity and practice. The policy applies to all academic, contract research and administrative staff, all research students, as well as undergraduate and masters students who are undertaking research. In short, the policy applies to all disciplines and research activities within the University, or sub-contracted on its behalf.
- 2. All staff and students are expected to act ethically when engaged in University business. Any research involving animals, human participants, human tissue or the collection of data on individuals requires ethical consideration. While particular attention must be paid to the interests of potentially vulnerable groups, such as children, the University recognises that it has a duty of care towards all members of the wider community affected by its activities. The University also recognises that it has a duty of care to its own staff, and that this includes the avoidance of harm to those undertaking research.
- 3. The University will establish a framework for research ethics governance in which its Research Ethics Committee will have a central approval, monitoring and training role. The University will establish a Research Ethics Committee with representatives from all the Schools. The Research Ethics Committee will put in place the procedures needed to obtain approval.

It is, however, recognised that it may not always be appropriate or practicable for ethical approval to be sought from the Research Ethics Committee especially when it comes to short or undergraduate projects. Normally undergraduate or taught projects will not require clearance from the Research Ethics Committee and the matter can be dealt with at School and/or Department level. However, when active intervention is involved whether physically invasive or psychologically intrusive the Research Ethics Committee will need to be consulted. In particular, university staff has an obligation to ensure that not only their own research but any undergraduate or masters student research conducted under their supervision is ethically sound. Where research projects are subject to external approval, the School or Department responsible must ensure that this approval is sought and given. Where approval for a project has been given by a Research Ethics Committee at another university, as may be the case with a collaborative project, the EUC Research Ethics Committee must be provided with proof of this.

4. For some research projects it may be necessary to obtain the approval of the Cyprus National Bioethics Committee. Researchers should consult directly with the Cyprus National Bioethics Committee. Contact details and more information on the approval process can be found on http://www.bioethics.gov.cy.

1.2 General Principles

- 1. The EUC Research Ethics Policy is based on widely accepted principles and practices governing research involving human participants. The key elements are:
 - Minimal risk of harm to participants and researchers;
 - Potential for benefit to the society;
 - Maintenance of the dignity of participants:
 - Minimal risk of harm to the environment:
 - Voluntary informed consent by participants, or special safeguards where this is not possible;
 - Transparency in declaring funding sources;
 - Confidentiality of information supplied by research participants and anonymity of respondents;
 - Acknowledgement of assistance:
 - Appropriate publication and dissemination of research results;
 - Independence and impartiality of researchers.

1.3 The Definition of Human-Related Research

- 1. All human-related research which includes one or more of the following require ethical assessment and approval at the appropriate level:
 - Direct involvement through physically invasive procedures, such as the taking of blood samples
 - Direct involvement through non-invasive procedures, such as laboratory-based experiments, interviews, questionnaires, surveys, observation
 - Indirect involvement through access to personal information and/or tissue
 - Involvement requiring consent on behalf of others, such as by parents for a child participant

1.4 Vulnerable Participants

- 1. Some participants may be particularly vulnerable to harm and may require special safeguards for their welfare. In general, it may be inappropriate for undergraduates to undertake research projects involving such participants.
- 2. Particularly vulnerable participants might be:
 - Infants and children under the age of eighteen

- People with physiological and/or psychological impairments and/or learning difficulties.
- People in poverty
- Relatives of sick, or recently–deceased, people

1.5 The Legal Framework, the Role of Professional Associations and Research Councils

- 1. All research undertaken under the auspices of EUC must meet statutory requirements. Of particular relevance is the Bioethics Law (N.150 (I)/2001 and 53 (I)/2010), the Data Protection Law (2001), the Patients Protection Law (2005), and all those laws that create the legal framework for the Cyprus National Bioethics Committee.
- 2. Researchers in particular disciplines should comply with any research ethics guidelines set out by their professional associations.
- 3. Research Councils, charitable trusts and other research funding bodies in most cases require an undertaking from grant applicants that research proposals involving human participants have been approved by the University Research Ethics Committee or another appropriate body. Some also require audited compliance with their guidelines.

2. Good Research Practices / Code of Ethical Conduct in Research

2.1 Code of ethical conduct in research

Scholarly inquiry and the dissemination of knowledge are central functions of the University. They can be carried out only if faculty and research personnel abide by certain rules of conduct and accept responsibilities stemming from their research. And they can only be carried out if faculty and research personnel are guaranteed certain freedoms. The University expects that faculty and research personnel will be bound by the following research practices:

All faculty and research personnel are free to choose any research matter, to receive support from any legitimate source, and to create, analyse and derive their own findings and conclusions.

Research methods, techniques, and practices should not violate any established professional ethics, or infringe on health, safety, privacy and other personal rights of human beings and/or animals.

The above principles define the university's role with respect to research carried out on its premises. They are set forth to reinforce, and not diminish each faculty and research personnel's personal responsibilities toward their research, and to assure that each faculty and research personnel's source of funding and research applications are consistent with moral and societal conscience.

2.2 Openness in research

The University recognizes and supports the need for faculty and research personnel to protect their own rights, be they academic or intellectual property rights. Even so, the University encourages all faculty and research personnel to be as open as possible when discussing their research with other researchers and the public. This aims at the dissemination of research performed in the University to enhance the international research community's knowledge and understanding.

2.3 Integrity

Faculty and research personnel must be honest about their research and in their review of research coming from other researchers. This applies to all types of research work, including, but not limited to, analysing data, applying for funding, and publishing findings. The contributions of all involved parties should be acknowledged in all published forms of findings.

Faculty and research personnel are liable to the society, their professions, the University, their students and any funding agency that may fund their research. For this reason, faculty and research personnel are expected to understand that any form of plagiarism, deception, fabrication or falsification of research results are regarded as grave disciplinary offences managed by procedures described in detail in Section 2.4.

Any real or potential conflict of interest should be reported by faculty and research personnel to any affected party in a timely manner in all matters concerning research and peer review. According to the United States National Institute of Health "Conflict of interest occurs when individuals involved with the conduct, reporting, oversight, or review of research also have financial or other interests, from which they can benefit, depending on the results of the research." (http://www.nih.gov).

2.4 Misconduct in research

Misconduct in research may involve Fabrication, Falsification, or Plagiarism in proposing, performing, or reviewing research, or in reporting research results. To prove that there has been misconduct in research, the following conditions must be met: The performance of said research has significantly deviated from accepted practices used in the field that the research was performed, and there was intention in the misconduct by the researcher(s).

Any allegations about misconduct in research will be investigated by the University thoroughly, through a special committee formed as described in the University Charter, Annex 11, Article VII.

3. Intellectual Property Policy

3.1 Introduction

The EUC is dedicated to teaching, research, and the extension of knowledge to the public. Faculty, research personnel, and students at the University, hereafter referred to as "University Employees," recognize as two of their major objectives the production of new knowledge and the dissemination of both old and new knowledge. Because of these objectives, the need is created to encourage the production of creative and scholarly works and to develop new and useful materials, devices, processes, and other inventions, some of which may have potential for commercialization.

The University acknowledges the need for an Intellectual Property Rights (IPR) policy, which will promote the University's reputation as socially relevant, leading research and teaching organisation and will directly contribute to the financial position of the EUC if its commercial value is realised.

The policy is based on the principles that will govern the ownership rights emanating from research of and/or materials produced by the EUC's members of staff and students, and to establish objectively fair and equitable criteria for the transfer of knowledge. The EUC thus aims to provide support services to promote the creation of Intellectual Property (IP) whilst seeking to maximise the commercial exploitation of the resulting IPR.

Intellectual Property includes, but is not limited to, patents, registered designs, registered trademarks and applications and the right to apply for any of the foregoing, copyright, design rights, topography rights, database rights, brands, trademarks, utility model rights, rights in the nature of copyright, knowhow, rights in proprietary and confidential information and any other rights in inventions.

The EUC acknowledges that registration and commercial exploitation of Intellectual Property is often a long and costly process that is justified once it is ascertained that there exists a business case for such registration and exploitation. It is known that in practice, only a small number of works can be commercially exploited in a viable manner, depending on the nature and marketability of the work in question.

3.2 Definitions

For the purposes of this Policy:

Creator - "Creator" shall mean, employees of EUC, a student, non-employees contracted to EUC for contracts and services, or a member of a Visiting Teaching Staff involved in the production of Disclosable Work.

Disclosable Work – "Disclosable Work" shall mean such work that is novel, original, and/or important and is likely to bring impact and enhance the Creator's reputation. This work is characterised by the IP rights it generates.

Intellectual Property Policy – "IP Policy" is the name of the policy described here that outlines the regulations of the EUC in regard to disclosure and exploitation of Intellectual Property Rights (IPR).

Organisation – "Organisation" for the purpose of this document is the European University Cyprus (EUC).

Intellectual Property Adjudication Committee – is the name of the committee established to resolve disputes over interpretation or claims arising out of or relating to this policy, or dispute as to ownership rights of Intellectual Property under this policy.

Office of the Vice Rector for Research and External Affairs – is the office within the EUC responsible for the development of and enacting this IP Policy and is the interface between the EUC and the Technology Transfer Facility.

Technology Transfer Facility – "TTF" for the purpose of this policy, is the relevant body responsible for Technology Transfer support in Cyprus.

3.3 Intellectual Property Regulations

3.3.1 Responsibility

- 1. The IP Policy acknowledges that all members of staff and students have responsibilities with regard to IPR arising from and/or used by them in the course of their teaching/employment.
- 2. The IP Policy also recognises that all members of staff and students require support and assistance to help them to meet their responsibilities and this will be provided by the Office of the Vice Rector for Research and External Affairs and, subsequently, by the Technology Transfer Facility.

3.3.2 Identification of IP (including duty of confidentiality)

- 1. It is expected that identification will take place when employees, students, or members of staff are involved in creating and developing IP. Much of the IP which will be created by the EUC's employees may be anticipated prior to its creation depending on the nature of the project in question and outputs and results that are expected to be generated. Examples of such outputs which are likely to have potential IP rights arising include (but are not limited to):
 - Inventions (whether or not patentable);
 - · Methodologies;
 - Software;
 - Databases:
 - Educational/training materials and tools;
 - Modelling tools;
 - · Solutions to technical problems; and
 - Design/artistic products.

2. A Summary of the main classes of IPR is listed below:

Patent

A registered patent provides a time-defined (up to 20 years) geographically defined monopoly right to exploit a new commercially valuable invention or process. The basis of the permission to exploit is that the invention's working is disclosed, although patenting is not possible if there has been ANY prior disclosure of the invention. Patents are governed by Cyprus Law or EU Law such as the New Patent Law of Cyprus (Law No. 16(I)/1998).

Copyright

This time-limited right (which varies between 25 and 70 years according to the material) arises automatically on the physical creation (not the idea) of software, original literary, dramatic, artistic or musical work, and in recorded (e.g. film) or published (e.g. layout) derivations. Use of the © mark and owner's name and date is the internationally recognised way of alerting the public to the copyright ownership but the protection (the right to preventing unauthorised copying) exists regardless. Copyright is governed by the Copyright Law, 59/76.

Copyright may be assigned to a third party, but until that point or until a licence is agreed it remains the property of the Creator, unless s/he creates the work 'in the course of his/her employment', in which case it is the property of the employer.

Moral rights

All European countries recognise an author's moral rights. In Cyprus, there are two moral rights: the right of paternity and the right of integrity. These rights relate to the reputation or standing of the creator in the eyes of fellow human beings. To infringe a moral right involves denigrating or harming the author's reputation. The right of integrity means the creator has the right to object to derogatory treatment of his/her work. Basically, this means changing it in a way that affects the nature of the work without permission. Moral rights can be waived (i.e. the author chooses not to exercise the rights) or they can be bequeathed. They cannot be assigned.

Performing rights

Creators of copyright works have the right to protect the physical form in which those works are created – words on the page, pigment on a canvas, or the clay or metal of a sculpture. Performers such as teachers, actors, musicians and dancers also enjoy protection of their performance, especially when recorded on film, video, tape, CD, or in other form.

Performing rights may affect the multimedia elements of online courseware, as well as the Creator's copyright in the material itself.

Database Right

This time-limited (15 years) right arises without registration to protect the compilers of non-original information from losing the benefit of their work through unauthorised copying or re-use.

Industrial Designs

There is automatic time-limited (15 years) protection (the right to prevent unauthorised copying) for unregistered designs, provided authorship can be proved, under the Legal Protection of Industrial Designs and Models Law 4(I)/2002 This design right covers "the appearance of the whole or a part of a product resulting from the features of, in particular, the lines, contours, colours, shape, texture and/or materials of the product itself and/or its ornamentation" on condition of novelty of the design.

On registration under Legal Protection of Industrial Designs and Models Law, the designer of the new pattern or shape which has aesthetic appeal (can be 2 or 3 dimensional) acquires a monopoly right of commercialisation for a maximum of 25 years from the filing of the application, divided into 5 periods of 5 years.

An unregistered community design (UCD) gives its owner the right to prevent unauthorised copying of their design throughout the European Union. It is not a monopoly right and lasts for 3 years from the date on which the design was first made available to the public within the Community.

Domain Names

Registering a domain name for Internet use gives a right to use the domain name typically for a period of two years, registered with bodies like ICANN internationally and the University of Cyprus in Cyprus. Owners of trademarks can have established rights to domain names.

Trade Marks

Registering a trade mark under the Cyprus Trade Marks Law, Chapter 268, gives a monopoly right for the use of graphically distinct trading identification signs. Unregistered trade marks have some protection through court actions against "passing off" (piracy), provided that their use has not lapsed for a period of 5 years. Cyprus legislation is fully harmonised with EU Standards applicable in trade mark protection.

3. EUC's members of staff and students undertake to keep confidential and not disclose any confidential information, data, materials, knowhow, trade secrets or any other IP, to any unauthorised third party and shall also undertake to keep such information secure and strictly confidential both during the course of research activity, be it of an Academic or Collaborative/Contract nature, and also on and following completion thereof.

4. Any breach of this confidentiality and non-disclosure obligation constitutes a serious breach and may lead to disciplinary action and does not prejudice the rights of the EUC to file any action for damages or any other rights available at law.

3.3.3 Coverage of the Regulations

- 1. Whom does this IP Policy apply to?
 - Employees:

By persons employed by the EUC in the course of their employment.

- Students:
 - By student members in the course of or incidentally to their studies at EUC.
- Non-employees contracted to the EUC:

 Non-employees contracted

By persons engaged by EUC under contracts for services during the course of or incidentally to that engagement.

2. Sabbatical, Seconded, Visiting Academics and others:

By other persons engaged in study or research in the University who, as a condition of their being granted access to the EUC's premises or facilities, have agreed in writing that this Part shall apply to them.

3. Participation of the EUC members of staff/employees and or students in Collaborative and/or Contracted Research.

The preparation and negotiation of any IP agreements or contracts involving the allocation of rights in and to IP will be undertaken by a competent person authorised for this purpose by the EUC.

Issues that will be addressed in such agreements include, but will not always be limited to:

- ownership of Foreground IP;
- licences to Foreground IP for uses outside the project;
- · ownership of Background IP;
- licences to use Background IP in the project or activity in question and in relation to the use of the Foreground IP arising from such project or activity;
- allocation of rights to use or commercialise IP arising from any such project or activity and the sharing of revenues; and
- publications arising from the relevant project or activity and the rights arising from such projects or activities.

The terms of such agreements may be subject to negotiation.

3.3.4 Exceptions to the Regulations

- 1. Unless specifically commissioned, typically the EUC will NOT claim ownership of copyright in certain types of Disclosable Work described in this policy as "Creator Copyright Works":
 - artistic works;
 - text and artwork for publication in books;
 - articles written for publication in journals;
 - papers to be presented at conferences;
 - theses and dissertations;
 - oral presentations at conferences;
 - posters for presentation at conferences; and
 - musical scores.
- 2. Where IP has been generated under the exception clause of this regulation, the EUC may assign the copyright to the Creator.
- 3. Students undergraduate and/or postgraduate.

3.3.5 Disclosure of IP

- 1. All persons bound by these Regulations are required to make reasonably prompt written disclosure to the EUC's Office of the Vice Rector for Research and External Affairs at the outset of the work or as soon as they become aware of it (by completion of the Invention Disclosure Form, the information required for which is provided in Appendix B):
 - any IP of potential commercial value arising from their work;
 - the ownership by a third party of any IP referred to or used for their work;
 - any use to be made of existing EUC IP during their work;
 - any IP which they themselves own which is proposed to be used by the EUC.
- 2. Creators shall keep all Disclosable Work confidential and avoid disclosing this prematurely and without consent;
- 3. Only disclose any Disclosable Work and the IP relating to it in accordance with the EUC's policy and instructions;
- 4. Seek EUC's consent to any publication of information relating to any Disclosable Work:
- 5. Creators must NOT:
 - i. apply for patents or other protection in relation to the Disclosable Work; and
 - ii. use any Disclosable Work for their own personal and/or business purposes and/or on their own account.

3.3.6 Ownership of IP

- 1. Ownership of IP created by an individual who is an employee is generally determined by considering:
 - Who created the IP?
 - Was the IP created in the course of the Creator's employment?
 - Are there any contractual conditions that affect ownership?
- 2. Assignment of ownership rights
 - Generally, the Creator of IP is its legal owner. From the EUC's point of view, the most important exception to this is the general rule that IP is owned by a person's employer where the IP is created as part of, or through the auspices of, the person's employment.
 - 3. The EUC claims ownership of all the Intellectual Property specified in section 2.2, which is devised, made or created by those specified in section 3 and under the exceptions to the regulations in Section 4. It also includes but is not limited to the following:
 - i. Any work generated by computer hardware/software owned/operated by the EUC.
 - ii. Any work generated that is patentable or non-patentable.
 - iii. Any work generated with the aid of the EUC's resources and facilities including but not limited to films, videos, field and laboratory notebooks, multimedia works, photographs, typographic arrangements.
 - iv. Any work that is registered and any unregistered designs, plant varieties and topographies.
 - v. Any University commissioned work generated. Commissioned work is defined as work which the EUC has specifically employed or requested the person concerned to produce, whether in return of special payment or not and whether solely for the University or as part of a consortium.
 - vi. Know-how and information related to the above
 - vii. Any work generated as a result of the teaching process including but not limited to teaching materials, methodologies and course outlines.
 - viii. Material produced for the purposes of the design, content and delivery of an EUC course or other teaching on behalf of the school, whether used at the school's premises or used in relation to a distance learning and/or elearning project. This type of material includes slides, examination papers, questions, case studies, and assignments ("course materials").
 - ix. Material for projects specifically commissioned by the EUC
 - x. All administrative materials and official EUC documents, e.g. software, finance records, administration reports, results and data.

3.3.7 Modus Operandi for Commercial Exploitation of the IPR

1. The EUC is entitled to commercially exploit any result obtained under its aegis (unless this entitlement is relinquished). The Office of the Vice Rector for Research and External Affairs has the responsibility for administration of Disclosures and will work with the TTF of Cyprus, which has responsibility for

- commercialisation of Disclosures. As guidance to the commercialisation process, the EUC/TTF will follow a standard process, graphically presented in Appendix A.
- 2. The Creator/s shall notify the Office of the Vice Rector for Research and External Affairs of all IP which might be commercially exploitable and of any associated materials, including research results, as early as possible in the research project. This notification shall be effected by means of an Invention Disclosure Form (contents as noted in Appendix B). In case of doubt as to whether research is commercially exploitable or otherwise, the Creator/s undertake/s to seek the advice of Cyprus Central TTF.
- 3. The Office of the Vice Rector for Research and External Affairs shall immediately acknowledge receipt of the Disclosure Form. In consultation with the TTF and the Creator/s, shall decide whether the EUC and the TTF has an interest to protect and exploit the relevant IPR.
- 4. The TTF shall communicate the decision in writing to the Office of the Vice Rector and the Creator/s by not later than three months from the date of receipt of the Invention Disclosure Form. If the EUC and TTF decide to protect and exploit the IPR, it is understood that:
 - the Creator/s shall collaborate with the EUC and the TTF, to develop an action plan for the protection and commercial exploitation of the IP;
 - the TTF in collaboration with the Creator/s shall ensure that third party rights are not infringed in any way through the process; and
 - the EUC/TTF shall seek to protect the right of the Creator/s to use the said IP for strictly non-commercial purposes.
- 5. Should the EUC and TTF decide that there is no interest in protecting and exploiting the relevant IPR, or should it fail to inform the Creator/s about its decision within the stipulated time, the EUC may assign all its rights, title and interest in such IP to the Creator/s concerned, whilst the EUC retains the right to use the said IP in whichever manifestation for strictly non-commercial purposes.
- 6. The Creator/s SHALL NOT enter into any sponsorships or commercial agreements with

third parties related to their research at EUC without prior written authorisation by the Office of the Vice Rector for Research and External Affairs. This said, it is understood that consent shall generally be granted to Creator/s for such requests as long as the IPRs of the EUC are safeguarded; otherwise the claims on IPR expected by the third party must be agreed upon explicitly upfront.

3.3.8 IPR protection

1. Some forms of IP require active steps to be taken to obtain protection (e.g.: patents, registered trademarks and registered designs). Other forms of IP rights are protected on creation (e.g. Copyright, EU Database Rights) but still require appropriate management in order to maximise the protection available. Best practices in patent protection require that all materials made publicly available by any employees, members of staff and/or students should include a copyright notice.

2. Any decisions relating to the registration of any IP rights such as making an application for a patent or a registered trade mark or a registered design (including any decisions to continue or discontinue any such application) should be made in consultation with the Office of the Vice Rector for Research and External Affairs and the TTF. The IP registration process can be very expensive and IP protection costs should not be incurred without appropriate consideration of how such costs will be recovered.

3.3.9 Revenue Sharing Mechanism

The EUC's employees and students can benefit from the Revenue Sharing Scheme if their work generates income for the EUC. The scheme is presented in Appendix C. Note that such revenue to be shared is typically calculated after deduction of all costs incurred by the EUC and TTF in developing, protecting, exploiting, and marketing the Disclosable Work and the Intellectual Property it contains.

3.3.10 Leaving the EUC

Cessation of employment, under normal circumstances, will not affect an individual's right to receive a share of revenue. Exceptions to this rule include: cessation of employment due to disciplinary actions.

3.3.11 Applications to use the EUC's IP

- 1. The EUC may be willing to consider requests from its staff and/or students for a licence to use specific IP, owned by EUC for their use although the terms and decision to grant any such licences is a decision wholly made by the EUC.
- 2. Applications for such licence should be made in writing to the Office of the Vice Rector for Research and External Affairs.

3.3.12 Breach of the Regulations

- 1. Breach of the regulations listed in this Policy may be a disciplinary matter for the EUC's staff and students under the normal procedures.
- 2. The EUC shall consider all avenues available to it, including legal action if necessary, in respect to persons bound by these regulations who acted in breach of them.

3.3.13 Discretion to assign/licence back

1. If the EUC does not wish to pursue the commercialisation of any Intellectual Property or does not wish to maintain an interest in the IPR, it has the right to assign such IPR rights to the Creator/s of the IPR by entering into an agreement to enable the IP to be used by the Creators. This will generally only be granted where there is clear evidence that the IP provides no other benefit to the EUC and is not related to other IP, which the EUC has an interest in.

However, the EUC shall not assign its IP if they consider that the commercialisation of the IP could potentially bring harm to the name of the EUC. Decisions regarding potential harm will be taken by the Research Ethics Committee of EUC.

2. Requests for any transfer of rights from the EUC to another party with rights should be made in the first instance to the Vice Rector for Research and External Affairs.

3.3.14 Amendments to the Regulations

These Regulations may be amended by the Senate of the EUC on the recommendation of the Vice Rector for Research and External Affairs.

3.3.15 Death

In the event of a researcher's death, the entitlement shall continue for the benefit of his or her estate.

3.3.16 Disputes

- 1. Any question of interpretation or claim arising out of or relating to this policy, or dispute as to ownership rights of intellectual property under this policy, will be settled by submitting to the EUC's Intellectual Property Adjudication Committee a letter setting forth the grievance or issue to be resolved. The committee will review the matter and then advise the parties of its decision within 60 days of submission of the letter.
- 2. The Intellectual Property Adjudication Committee will consist of a chair who is a member of the tenured faculty, at the rank of either a Professor or an Associate Professor, one member of the faculty from each School, at the rank of either Assistant Professor or Associate Professor or Professor, an individual from the EUC with knowledge of Intellectual Property and experience in commercialisation of Intellectual Property, and two other members representing, respectively, the EUC administration, and the student body. The chair will be appointed by the Vice Rector for Research and External Affairs, with the advice and consent of the Senate Research Committee, and the remaining members of the committee will be appointed: the faculty members, each by their School's Council, the administration representative by the University Council or its designee, and the student representative by the Student Union.

The committee will use the guidelines set forth in this policy to decide upon a fair resolution of any dispute.

- 3. Any disputes regarding the revenue distribution from the exploitation of Disclosable Works will be dealt with in accordance with the EUC's normal member of staff or student dispute procedures as outlined in the contractual terms of conditions.
- 4. The Parties shall attempt to settle any claim, dispute or controversy arising in connection with this Policy, including without limitation any controversy regarding the interpretation of this Policy, through consultation and negotiation in good faith and spirit of mutual cooperation. Where such claims or disputes cannot be settled amicably, they may be taken to court.
- 5. This Agreement shall be governed by, and construed in accordance with the laws of Cyprus.

4. Offices, Committees and Centres for Research

4.1 Vice Rector for Research and External Affairs

The Vice Rector for Research and External Affairs (from now on referred to as the Vice Rector) is the person responsible for representing the University on research matters and enhancing activities related to research within the University. Moreover the Vice Rector facilitates and supports, when asked by faculty or research members, all research activities, including the implementation of research projects, the organization of scientific conferences and the establishment of research units/labs. In addition, the Vice Rector is responsible for the smooth implementation of the University's Research Policy.

4.2 Senate Research Committee

The administration of the research activity is facilitated by the Senate Research Committee of the University. The Committee composition is prescribed in the University Charter and the Committee is accountable to the Senate of the University.

4.3 Research Foundations and Centres

Research is carried out in university departments, research foundations, and centres. The Senate suggests to the University Council the formation of new foundations and research centres or the discontinuation of existing ones, if necessary.

The University Council approves the establishment of these foundations and research centres. Separate regulations are issued for the establishment of University research centres. Detailed description of the mission, area of specialization, and operation of each foundation or research centre is given in a separate document.

4.4 Research Office

Detailed description of the mission, area of specialization, and operation of the Research Office is given in a separate document.

5. Rules Governing External Research Programmes

5.1 Suggested procedure for submitting and implementing a funded research project

The following rules apply for externally funded research projects:

5.1.1 Submission of research proposals:

Faculty and research personnel that are interested in submitting a proposal or participate in a proposal for ANY kind of externally funded research project

(commercial, consultancy, RPF, European etc) should consult and get the approval of the EUC Research Office. The formal procedures developed by the Research Office pertaining to the development of a research proposal and to participation in a research project should be followed in all cases. Given that in all research and consulting application forms a budget also needs to be prepared, the budget will be developed in collaboration with the EUC Research Office, sharing their expertise with the faculty and research personnel and advising them accordingly about the cost models and cost categories used in each case. This procedure should make sure that the proposal satisfies all the necessary criteria of the particular research call.

The final approval for financial and administrative issues of proposals or projects will be signed by the legal representative of EUC.

5.1.2 Project implementation

The formal procedures developed by the Research Office pertaining to the administration of a research project should be followed in all cases.

In the case where a project is awarded, a copy of the contract and all the original receipts, invoices, contracts and other accounting documents regarding expenses of the project will be maintained by the EUC Research Office without any additional remuneration or personnel costs added to the budget of a project. The researcher/s involved in an externally funded project are responsible for submitting all receipts, invoices, contracts and other accounting documents relevant to their project to this department. No payment will be processed before the submission of the aforementioned documents to the Research Office.

Timesheets should be kept for all projects. These will be used as the basis for calculating the money to be paid to researchers for all types of projects. The EUC Research Office will assist researchers to calculate the hourly and daily rate for each staff member.

The researcher must also inform the Chief Financial Officer of the University, through the EUC Research Office, in order to create a separate ledger (account) in the University's Accounts Department. After completion of the project, the Accounts Department will keep the file on record for 5 years or more if needed by the contractual agreement.

The EUC Research Office should keep a file with all the details concerning the project. The file must be made available to the Senate Research Committee upon request.

5.1.3 Financial issues concerning externally funded research projects

All incoming funds for the execution of a project are deposited in a separate account (ledger) of the University and all necessary expenses with their receipts relating to the project are paid/signed by the Vice Rector for Research and External Affairs, the CFO and the CEO of the University.

The time spent by faculty and research personnel on national, European or international research projects is, with rare exceptions, an eligible cost for inclusion in a project budget at a level which reflects the time to be spent by faculty and research personnel on the project and the employer's cost. These are real project costs and their inclusion in project budgets is strongly required.

Salary payments to faculty and research personnel will be paid out regularly by the Accounts department upon the project coordinator's request to the Research Office and provided that the allocated amount for the previous period has been received from the funding agency and all reporting requirements for the previous period to the funding agency have been met.

In cases of delay in receiving the predetermined instalment, the University will grant to the researcher the required funds (not his/her compensation/remuneration but costs such as equipment, consumables, traveling) to initiate the research, provided that a copy of the contract and all necessary documentation had been submitted to the Research Office.

Employment of additional temporary staff, budgeted for completion of the research project, will be the responsibility of the project coordinator. The remuneration for temporary staff will depend on the corresponding budget of the project and the possible allocation of funds for this purpose.

Subcontracting activities within the framework of a research project will be the responsibility of the project coordinator. These activities should be in alignment with the corresponding budget of the project, the grant rules, and the EUC subcontracting policy.

In the case where a faculty or research personnel fails to complete a research project due to failure to meet his/her contractual obligations, or if it is clear that there was an intention of misconduct and there are financial damages laid upon the University relating to this event, the faculty or research personnel is liable to pay these damages. This will not be applied in cases such as health problem, etc, where there is clearly not an intention of misconduct.

5.1.4 University research fund

All funds allocated for research from externally-funded research projects, the University as well as funds offered for research purposes from third parties will be deposited in the University Research Fund. Recommendations for the allocation of funds are made by the Senate Research Committee and are subject

to the final approval of the Management of the University. These funds can be used to finance such activities as:

- (a) Participation of academic researchers in conferences, seminars, and meetings to co-ordinate activities, which are needed for submission of external programmes.
- (b) The administration costs associated with providing support services to academic researchers.
- (c) Organisation of training seminars for the faculty and research personnel of the University; these seminars shall be organized if and only will help/assist and/or facilitate researchers to enhance and further develop their knowledge in subjects related to their research fields and help them design and implement research projects.
- (d) Purchase of software, hardware and equipment that are needed by faculty and research personnel for research projects.
- (e) The funding for the University's Internal Research Awards such as PhD scholarships
- (f) Development of Infrastructure related to the research activity of the University.
- (g) Funding of the activities of the Research Office of the University.

6. Rules Governing Internal Research Awards

The University's "Internal Research Awards" (IRA) are launched on an annual basis by the Senate Research Committee, are announced by the Vice Rector for Research & External Affairs and financed by the University Research Fund and external sponsors as described in Section 5.1.4 above.

6.1 Purpose

IRAs are awarded to EUC faculty in order to pursue research and other creative work. IRAs provide support for exploratory research projects which might result in proposals submitted for external funding or in creative work that is likely to enhance the recognition of the faculty and research personnel and the University at large. IRAs may be used for funding travel, equipment, supplies, PhD student assistants' scholarships, student assistants, research assistants and other expenses. Funding for this programme comes from the University Research Fund.

6.2 Eligibility for the awards

All full-time faculty members of the University who have the rank of Assistant Professor or higher are eligible to apply for the awards. Specific eligibility criteria may apply for each type of award.

6.3 Application Procedure

The Vice Rector for Research and External Affairs initiates the selection process by issuing a call for proposals. The deadline for the submission of proposals will be announced. Application materials will be available from the office of the Vice Rector for Research and External Affairs and the proposals will be submitted electronically to the office of the Vice Rector.

7. Teaching Hours Reduction for Research Purposes

The University rewards members of staff who excel in research by awarding them Teaching Hours Reduction (THR). A THR may be awarded if the member of staff fulfils the conditions in one or more of the three schemes outlined below.

A member of staff may be awarded a THR under more than one of the schemes described below if he/she is eligible. The minimum teaching per semester can be reduced down to 6 hours per week based on the accumulated research load reduction hours. An exemption may be considered for Deans and Chairs.

All allocations of THR under the three schemes outlined below will be made after a recommendation of an ad-hoc committee chaired by the Vice Rector for Research and External Affairs. The committee will take into account scheduling constraints and other considerations for the sustainable development of research activity at the university. The committee will meet at an appropriate time in each semester in order to make the THR allocations in time for the preparation of the schedule of classes for the next semester.

7.1 Award of a THR for participation in research projects

Members of staff are eligible to apply for a Teaching Hours Reduction (THR) when conducting funded research for the full duration and until the completion of relevant funded projects. Should their application meets with success, funded project coordinators are entitled to a three-hour teaching reduction per semester for the whole duration of the project, whereas research partners are eligible for a THR equivalent to at least one third of the duration of the project.

Based on the policy of the University with regard to THR requests, Faculty, research and Other Teaching Personnel (OTP) members are expected to submit a written request to the Chairperson of his/her Department before the beginning of the academic year/semester. The Chairperson will process the THR request by way of making a relevant recommendation to the Dean of School. The Dean will then forward his/her recommendation to the Vice Rector for final approval. After the deadline expires, applications for teaching hours reduction will not be accepted.

The deadlines for submitting a request for teaching load reduction per semester are the following:

For the Fall Semester: 1st of May

For the Spring Semester: 31st of October

If a research proposal was awarded a grant after the special case of approval of a research/grant proposal (i.e. RPF, EU etc) while an academic year is in progress, a THR request should be submitted and be approved prior to the beginning of the next semester, during which the teaching load reduction will be applied. The research project should commence at least one month before the beginning of the next semester for the THR to be awarded.

7.2 Award of a THR for writing a book

A three-hour teaching reduction per semester will be awarded for the purpose of writing a book upon submission of a publishing contract by a reputable publisher. A total of two THR allocations (maximum 6 credits) will be made under the scheme for each book contract. The same deadlines and application procedure apply as in the scheme described in section 7.1.

7.3 Award of a THR by accumulation of points

A third scheme for the award of a THR takes into account the research activity of members of staff and the points they have accumulated according to the tables given in Appendix D. A THR of 3 hours per week is awarded to faculty members once they accumulate 100 (one hundred) points and the same number of points are automatically deducted from his/her accumulated total. Points accumulated over time but not utilized by a member of staff will simply remain at his/her disposal.

Note that members of staff may consider the year 2016 as the starting point for calculating points accumulated through research. The calculation of points will be valid after it has been approved by the Dean of the School and the Vice Rector for Research and External Affairs.

New faculty members can also get THRs under this scheme from the first semester of their employment. The points accumulated from their publications in the five (5) years prior to their appointment will be taken into account.

8. Equipment Acquired through Internal and External Funding

8.1 Equipment acquired through University funds

All equipment that has been acquired through funds that come directly through the university's funds (internal research grants, university research funds) will belong solely to the University and will be used by the faculty and research personnel's affiliated department or lab, according to the affiliation used by said faculty and research personnel in the funded research proposal and/or project. The faculty and research member is entitled to use the equipment throughout the duration of the funded project and this remains within the research unit/laboratory once the project

is completed, or within the faculty member's department, under his/her direct supervision if s/he does not belong to a unit / lab. Any required maintenance of the equipment should be undertaken by the University.

8.2 Equipment purchased through external funding

Equipment (software and hardware) is often provided in full or partly in the budget of proposals for external funding to enable the faculty and research member to carry out research effectively. This kind of equipment (computers, projectors, software programmes, fax and printing machines, etc.) is the property of the University but remains in the faculty or research personnel's research unit/laboratory or when this is not applicable in his/her department, under his/her supervision. The faculty member is entitled to use the equipment throughout the duration of the externally funded project. When faculty or research personnel who have had externally funded research projects leave the University, the status of any equipment purchased remains a property of the unit/lab or department that the faculty or research personnel belonged.

Any required maintenance of the equipment should again be undertaken by the University.

In the unlikely event that a faculty or research personnel obtains equipment via external funding that is not processed through the University's budget, the status of the equipment should be negotiated with the Vice Rector to determine ownership and responsibility for repair and replacement. Faculty or research personnel are encouraged to seek outside funding to upgrade, or replace their research equipment.

The Research Office is committed to working with faculty or research personnel to develop proposals for research and teaching equipment. Equipment grants usually require an institutional match, and faculty or research members are advised to consult with the Research Office and the Director of MIS early in the process about this matter. The MIS should be able to help faculty or research personnel to identify the best hardware and software products and estimate costs for proposal budgets.

8.3 Provision of computing equipment by MIS

The MIS department supplies desktop office computers, computer teaching labs, copy and printing machines and other types of equipment needed for research (software and hardware). The Director of the MIS department is responsible for keeping the University's inventory records and adjust these in the case of equipment purchases or wearing out of equipment (being fully depreciated).

9. Policy on Research Staff

9.1 Introduction

Academic Research Staff are EUC contract employees hired to work on EUC research activities as defined below. As EUC employees, Academic Research Staff are subject to all policies and procedures related to EUC employment, and receive all benefits implied by the employment law.

9.2 Definitions of Roles

The following positions for research staff are being described in the following sections:

- Research Associate
- Research Fellow
- Senior Research Fellow
- Honorary Research Staff

9.2.1 Job Description for the Position of Research Associate

9.2.1.1 Overall Role

For researchers who are educated to first degree level (and Master's degree) and who possess sufficient breadth or depth of knowledge in the discipline of research methods and techniques to work within their own area. Role holders who gain their doctorate during the course of employment will normally be recommended for promotion to Research Fellow, if this is appropriate for the duties and responsibilities of the post.

As a team member of the Research Laboratory/Programme the Research Associate will contribute quality research outputs and conceptual support to projects. With the guidance of the supervisor/programme leader, and within the bounds of the Research Laboratory/Programme mandate, the Research Associate will:

9.2.1.2 Key Responsibilities

- Conceptualize and conduct short-term experiments and research activities in support of broadbased/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;

- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible:
- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
- Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
- Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
- Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
- To contribute to the design of a range of experiments/fieldwork/research methodologies in relation to the specific project that they are working on
- To set up and run experiments/fieldwork in consultation with the Principal Investigator, ensuring that the experiments/fieldwork are appropriately supervised and supported. To record, analyse and write up the results of these experiments/fieldwork.
- To prepare and present findings of research activity to colleagues for review purposes.
- To contribute to the drafting and submitting of papers to appropriate peer reviewed journals.
- To prepare progress reports on research for funding bodies when required.
- To contribute to the preparation and drafting of research bids and proposals.
- To contribute to the overall activities of the research team and department as required.
- To analyse and interpret the results of their own research

9.2.1.3 Skills and Qualifications

Education: Level Bachelor and/or Master's in the Programme Area

Experience and Skills:

Basic research skills and knowledge of research techniques

Ability to analyse and write up data

Ability to present and communicate research results effectively to a range of audiences

9.2.1.4 EUC Pertaining Benefits

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them.

9.2.2 Job Description for the Position of Research Fellow

9.2.2.1 Overall Role

A Research Fellow is a researcher with some research experience and who has typically been awarded a doctoral degree. A Research Fellow will often have supervisory responsibilities for more junior researchers and will often lead a team of researchers to achieve a research project's aims. They will initiate, develop, design and be responsible for the delivery of a programme of high quality research and may have full authority over several phases of project work.

9.2.2.2 Key Responsibilities

- Design, Conceptualize and conduct short-term experiments and research activities in support of broadbased/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Supervise and Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;
- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Take the lead within the team and communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant

information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;

- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
- Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
- Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
- Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
- Develop research objectives, projects and proposals.
- Conduct individual or collaborative research projects.
- Identify sources of funding and contribute to the process of securing funds.
- Act as principal investigator on research projects.
- Manage and lead a team of researchers to achieve the aims of a research project.
- Oversee and appropriately supervise and support the research activities (experiments, fieldwork etc.) of a research programme/project.
- Ensure that research results are recorded, analysed and written up in a timely fashion.
- Manage research grants in accordance with EUC Financial Regulations and the conditions of the funding body (e.g. EU, RPF etc.)
- Prepare and present findings of research activity to colleagues for review purposes.
- Submit papers to relevant peer reviewed journals and attend and present findings at relevant conferences.
- Prepare progress reports on research for funding bodies when required
- Participate in and develop external networks, for example to identify sources of funding or to build relationships for future research activities

9.2.2.3 Skills and Qualifications

Education: Level PhD in the Programme Area Experience: at least 1-3 years relevant experience.

The candidate must possess sufficient specialist knowledge in the specific discipline to develop research programmes and methodologies.

9.2.2.4 EUC Pertaining Benefits

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

9.2.3 Job Description for the Position of Senior Research Fellow

9.2.3.1 Overall Role

A Senior Research Fellow is an experienced researcher holding a leadership role in a research group/centre/institute. Post-holders are expected to undertake the role of Principal Investigator on major research projects, exhibit a strong reputation for independent research, and provide academic leadership. They are also expected to support the management activity of the relevant School/Research Centre, and contribute to the delivery of the School's/ Centre's/Laboratory's research strategy.

9.2.3.2 Key Responsibilities

- Supervise postgraduate research students
- Contribute to the development of research strategies for the relevant School/Centre/Laboratory.
- Define research objectives and questions
- Develop proposals for research projects which will make a significant impact by leading to an increase in knowledge and understanding
- · Actively seek research funding and secure it as far as it is reasonably possible
- · Generate new research approaches
- Review and synthesise the outcomes of research studies
- Interpret findings obtained from research projects and develop new insights
- Contribute generally to the development of thought and practice in the field
- Provide academic leadership to those working within research areas for example, by co-ordinating the work of others to ensure that research projects are delivered effectively and to time
- Contribute to the development of teams and individuals through the appraisal system and providing advice on personal development

- Act as line manager (e.g. of research teams)
- · Act as a personal mentor to peers and colleagues
- Provide advice on issues such as ensuring the appropriate balance of research projects, appointment of researchers and other performance related issues
- Identify opportunities for strategic development of new projects or other areas of research activity and contribute to the development of such ideas

9.2.3.3 Skills and Qualifications

Education: Level PhD in the Programme Area

Experience: at least 7-10 years relevant experience. Significant post-qualification research experience with a track record of high-quality publications.

Experience of successful supervision of students

Experience in a leadership role in a Research Group/Centre or Laboratory

9.2.3.4 EUC Pertaining Benefits

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

9.3 Procedures for Appointment

9.3.1 Selection and Search Procedures

As a general rule, an appointment to the Academic Research Staff requires a search for a suitable candidate. Searches are initiated with a written vacancy announcement, such as in relevant professional journals or other publications.

The text for the announcement should be sent to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, clearly describing the terms of employment, length of employment, identity and duration of funding sources contributing to his or her salary and line manager (the person the researcher will be reporting to). The text should be advertised for a reasonable amount of time. A copy of a current CV, a cover letter and at least one recommendation should be sought for. A short list of the potential candidates will be created based on merit and the top part of the list will be called for a structured interview with the line manager. At the end of the procedure, the line manager will report back to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, the name(s) of the proposed Researcher.

9.3.2 Criteria for the Appointment to Rank of Research Associate

Minimum qualifications as described in Section 9.2.1.

9.3.3 Criteria and Procedures for the Promotion to the Rank of Research Fellow

A Research Associate may, during the course of his/her appointment obtain, his/her PhD. In such cases, the employee (provided that he/she fulfills the work experience as described in Section 9.2.2) is promoted to the rank of Research Fellow. If the funding source that sponsors the program the researcher is assigned to accounts for a pay rise this is immediately applied.

9.4 Honorary Research Staff

The work of Research Centers is enhanced by the involvement and collaboration in the Research Centers' activities of personnel who are not employees of the University. To recognise the association, EUC may confer an honorary title to such individuals during the period of their association. An honorary title may not be conferred on an employee of EUC.

The title to be conferred will depend on the level of distinction and qualification of the candidate. Applications should come from the Dean of the School with:

- a copy of the person's CV
- a citation that should include:
 - a description of contributions to teaching
 - research being undertaken with academic staff as evidenced by joint publications/research projects and research grants or contracts being held jointly or a significant involvement in industry/academic joint activities within the College
 - o rationale for offering the association
 - o the start date and end date of the association

Honorary titles are intended to recognise ongoing attachments and are awarded for a fixed term, normally up to three years in the first instance. No monetary honorarium is associated with the offer.

The honorary research titles that can be awarded are:

9.4.1 Honorary Principal Research Fellow

Will have made an outstanding contribution to teaching and research

9.4.2 Honorary Senior Research Fellow

Extensive research experience required, the quality of which is determined by refereed publications, invitations to speak at conferences, hold an established national reputation and a known or developing international reputation. Have the ability to attract significant external research funding. Will usually lead a team of other research staff, possibly drawn from several disciplines

9.4.3 Honorary Research Fellow

Proven ability of high quality research, evidenced by authorship of a range of publications. Capable of attracting external research funding. May be required to undertake project management and/or supervise teams and other research staff; expected to provide expert advice and guidance to others

9.4.4 Honorary Research Associate

Required to produce independent original research and to take initiatives in planning of research.

9.5 Intellectual Property Rights

All IP generated throughout the employment of an Academic Research Staff Member belongs to EUC. In such cases that the Researcher is employed in a project that assigns explicit IP rights (e.g. an EU funded project) then the rules as set out by the funding agency are followed.

Honorary Research Staff may be required to assign the rights to any IP they create in the course of their academic activities to EUC. EUC may have obligations to organisations which are funding the research (e.g. an EU funded project) in question which it will not be able to honour without such an assignment of rights being in place.

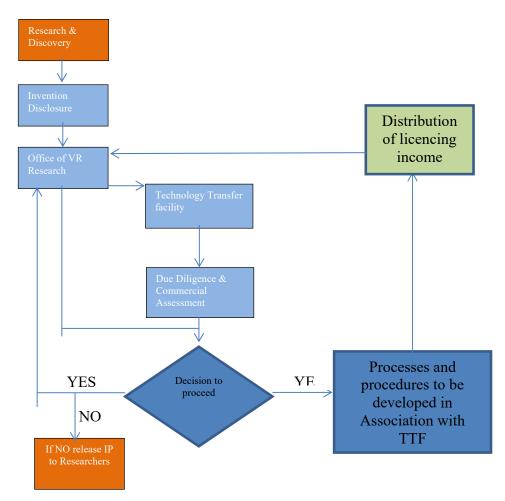
Associates are treated as if they were EUC Employees for the purposes of revenue sharing.

9.6 Involvement of Research Staff

Wherever possible, Academic Research staff should be encouraged to take part in university decision making processes, for example by inclusion in relevant departmental committees. Where appropriate, researchers should be included at University level, for example as representatives in working groups and staff consultation exercises.

Appendix A:

A Technology Transfer Process Map – to be completed when the TTF has been established.



Appendix B:

Invention Disclosure Guidelines

Invention Disclosure Form - Example

An Invention Disclosure Form (IDF) is designed to determine the basic facts relating to an invention, design, or copyright material. It is a way of capturing an invention and establishing who the inventors are, what the invention is, who is funding it, what the anticipated product/ market is and initiate Intellectual Property (IP) due diligence. Information on the following aspects of an invention should be included in an Invention Disclosure Form.

- 1. Descriptive Title of the Invention.
- 2. Who was involved? Please specify for each individual who contributed, invented or authored (if software):
 - a. Their names and if any are foreign nationals;
 - b. Who their employer is; are any contracts or arrangements in place?
 - c. What they contributed to the development of the technology (e.g. came up with the original idea; designed experiments; carried out experimental work; wrote code)
- 3. Detail of your invention:
 - a. What do you think your invention is?
 - b. What will your invention be used for?
 - c. What are the advantages of your invention and how does it improve on the present situation?
 - d. What is new about your invention?
 - e. How and why does it work? What is the science behind the invention
 - f. Are there any other uses of the invention?
- 4. Interest from external organisations and their details.
- 5. Information on published literature (including patents) relevant to your invention?
- 6. When and where the invention was first conceived?
- 7. What are your future plans for developing the technology?
- 8. Who have you told about the invention, when and where?
- 9. When did you first describe the invention in writing or electronically?
- 10. Publications, abstracts, conferences to date.
- 11. Publication and conference plans.
- 12. Funding information (comprehensive), e.g including third party support, Material Sales or Transfers, patient consents.
 - For inventions that include software, please provide the following additional information.
- 13. Application name and version number.

- 14. For source code developed by the researchers identified in question 2 above, include: source files used, programming languages, development tools, copyright protection in source code.
- 15. For new versions, include: source files changed, added or removed since the previous version, documentation required for others to use, if the source files have been distributed outside the university, and in what form, and are the source files available as a web-download inc. URL and terms under which the download is available.
- 16. For other source files or libraries that are required to build the software application (external software), list the following: all external software required to use the application; who owns that software, how was the software obtained, licence terms or FOSS name of the licence.

Appendix C:

Suggested Revenue Sharing Scheme

The EUC will share royalty income with employees and/or students involved in producing Disclosable Work whose exploitation generates revenue for the EUC. Payments are made at the Organisation's sole discretion, but the EUC will normally share royalty income in accordance with the table below. This may be either as a lump sum or as royalty income over a period of time.

Table C1

Net Revenue	Allocated to the Creator/s	Allocated to the EUC Central Budget	Allocated to the Creator'/s School of Study or Department Budget	Allocated to Support the TTF
100%	50%	20%	20%	10%

Appendix D

D1. Points accumulation from Research

Table D1 details the evaluation categories which will be used for the calculation of research points allocated to EUC researchers. The table has been constructed taking into account the following:

- 1. The points awarded are based on the evaluation of research accomplishments, not on the estimation / calculation of hours spent during the implementation of a research activity.
- 2. A research accomplishment is any research-related activity which strengthens the research portfolio and enhances the research esteem of a researcher in particular, and the EUC in general
- 3. It is apparent that specific research accomplishments cannot be evaluated in a similar manner across the range of research disciplines. Therefore, the following table is implicitly "averaging" the weight of these accomplishments, so that the scheme can be operational and fair.
- 4. The term "national", when used in association with a conference, refers to one which is local in nature (i.e. only researchers from Cypriot Universities and other Cypriot research establishments participated in it).
- 5. The term "international", when used in association with a conference, refers to one which is international in nature (i.e. researchers from Universities and other research establishments from at least two countries participated in it).
- 6. The term "national", when used in association with a publication refers to one published by a Cypriot university or other Cypriot academic publishing house.
- 7. The term "international", when used in association with a publication refers to one published by an international university or other international academic publishing house.

Where a publication of any type (conference, journal, book chapter, monograph, textbook, book, or other) concerns two or more authors, the following points' calculation rules will apply: For cases up to (and including) two (2) authors, full points are awarded to the author in consideration. For each additional co-author (three (3) authors or more), a deduction of 2 points will be implemented on the full points' allocation for the category considered. The minimum points that an author will be awarded cannot be smaller than 50% of the full points' allocation for the category considered.

Table D1

Points	Conferences	Journals	Books	Research Projects	Other*
5	1. Presentation of poster / article in national conference (refereed) 2. Presentation as invited keynote speaker (refereed national conference)			Unsuccessful submission of funded research proposal in national / international organization (research partner)	Member of scientific / conference organizing committee (national / international)
10	1. Presentation of refereed poster / article in international conference (refereed) 2. Presentation as invited keynote speaker (refereed international conference) 3. Editor of national conference proceedings (refereed)	1. Publication of refereed journal article (journal not in ISI / Scopus / ACM / IEEE/etc.) 2. Editor of refereed journal special issue (journal not in ISI / Scopus / ACM / IEEE/etc.)	Publication of refereed book chapter (national)	Unsuccessful submission of funded research proposal in national organisation (project coordinator)	General Chair or Program Chair of refereed national conference
15	Editor of international conference proceedings (refereed)		Publication of refereed book chapter (international)	Unsuccessful submission of funded research proposal in international organization (project coordinator)	General Chair or Program Chair of refereed international conference

Table D1 (continues)

Points	Conferences	Journals	Book Chapters / Editors	Research Projects	Other*
20		1. Editor of refereed journal special issue (journal in ISI / Scopus / ACM / IEEE/etc.)	Editor of refereed book / book series		
25		1. Publication of refereed journal article (journal in ISI / Scopus / ACM / IEEE/etc.)			

^{*} For these categories only 50% of the points will be accumulated

D2. Points accumulation from Research / Department of Arts

Point		Other	
S	Performance /Exhibition (Artist	Creative works	Workshop/Seminars/Fe
			stivals

Due to the nature of the research conducted in the Department of Arts, Table D2 has been produced to address the research output of the Department. For all other research outputs such as journal papers, conferences, books, etc. the European University Cyprus' "Points' accumulation" table given in section D1 must be followed.

Table D2

					/Competitions/ Broadcasts/Residencie s
	Music	Graphic Design	Music	Graphic Design	
5	Performance - National level (partial performance)	Participation in local group exhibition	Composition for up to 4 musicians		 National Performance or Broadcast of a composition/arrang ement Adjudication of Competition Invited workshop / art lecture in national conference/festival
10	Performance - International level (partial performance)	Participation in international group exhibition	Composition from 5-10 musicians	Publication design (national/inter national) - booklets covers	 International Performance or Broadcast of a composition/arrang ement Competition Finalist Invited workshop / art lecture in international conference/festival Invited Artist (Workshop)
15	Performance - National level (entire concert) Performance with Large Ensemble	Editor of exhibition catalogue (national/intern ational)	Composition for 10 musicians and above	Publication design (international) - books and exhibition catalogues	 Competition Winner Invited Artist (Festival – duration more than three days)
20	Performer – International level (entire concert)	Participation in national solo exhibition	Composition for Symphonic Orchestra	Commissione d work by government/m useum/ other cultural institution	Participation in funded international residency
25		Participation in international solo exhibition	Publication of a composition (Score/CD) by an		

	International Music	
	Publishing	
	House	



INTERNAL REGULATION ON

SABBATICAL LEAVE

73rd Senate Decision: 22 May 2020

Policy on Sabbatical Leave

1. Purpose

The objective of a Sabbatical Leave is to increase a faculty's value to the University and thereby improve and enrich its programs. Such leave is not regarded as a reward for service or as a vacation or rest period occurring automatically at stated intervals. Sabbatical leaves are granted for planned travelstudy, formal education, research, writing of papers, monographs and books or other experience of academic value.

A Sabbatical Leave, as distinguished from a terminal leave, a leave without compensation, or a leave for reasons of health, is defined at EUC as a leave for encouraging faculty members to engage in scholarly research and international networking that will increase their scholarly achievement or their capacity for service to the University internationalization policy. A Sabbatical Leave is not granted for taking regular academic or other employment with a financial advantage elsewhere.

2. Terms

A Sabbatical Leave is granted to a faculty member, beginning September 1, for the usual teaching terms (i.e., September to June complete) of one academic year (two semesters). However, as an alternative, a faculty member who has qualified for a full year of Sabbatical Leave may apply for such sabbatical to be divided into two terms falling within a six-year period, each such term representing one semester.

The cost of replacing a faculty member during Sabbatical Leave is to be kept as low as possible by arrangements such as rotating courses, employing part-time academic staff, and making internal adjustments in the academic Departments concerned. In all cases, the relevant School must give the final approval for the implementation of the Sabbatical Leave in a particular semester so that the smooth operation of the academic programs offered by the School is not affected by severe staff shortage.

3. Procedure for Granting a Sabbatical Leave

Application for a Sabbatical Leave should be made by the faculty member and submitted to the Department Chairperson no later than December 1, preceding

the academic year in which the leave will be carried out. The faculty member should submit the completed application form which will include a plan of activities during the Sabbatical Leave. Letters of acceptance from the institutions which will host the faculty member during his/her leave should also be attached.

The Department Chairperson must forward the application with an accompanying recommendation to the appropriate Dean by the following December 15. The recommendation shall include a statement of the proposed method of handling the normal duties of the faculty member while on leave.

The Dean must forward each application and the accompanying recommendation of the Department Chairperson, together with the Dean's own recommendation, to the Office of the Rector by January 15.

The Office of the Rector will forward all applications to the Chair of the Ad-hoc Committee which will evaluate the proposals. The Ad-hoc Committee will consist of the Vice-Rector of Research & External Affairs (chair), the Vice-Rector of Academic Affairs and the Director of Human Resources. The evaluation procedure for the awards is described in the following section.

4. Evaluation Procedure for the Sabbatical Awards

The Committee will decide each year the number of new sabbatical awards which will be made to the whole University. This will not be less than 3% of EUC faculty in the current academic year.

The Committee will determine the number of new sabbatical awards which will be made to each School in the current academic year. To do this, the Committee will consider the proportion of sabbatical leave awards which have been made to faculty members of each School of the University in the last three years including the current academic year. The Committee will ensure that with the new awards this proportion for each School does not deviate by more than 20% from its proportion of faculty members. Deviations exceeding 20% from these proportions may be allowed in the first three years of the implementation of the policy (starting academic year: 2020-21).

Once the number of new sabbatical awards to each School is determined, the Committee will select the applicant(s) from each School who have the highest number of points as calculated with the scheme described in Appendix A (below).

Applicants will be notified about the outcome of their application by March 15.

5. Sabbatical Leave and Sponsored Research

A faculty member is entitled to supplement the salary provided by the University during the period of leave with funding provided by an institutional, national or international source for academic activities.

6. Eligibility

Eligibility for a Sabbatical Leave is limited to full-time faculty members who have achieved tenure rights and who have completed six years of full-time service as faculty at European University Cyprus. In general, at least six years must elapse between consecutive sabbaticals.

At the end of a sabbatical leave, the faculty member should forward to the Department Chairperson and the Dean copies of a report on activities undertaken during the period of the leave.

Chairs of Departments, Deans of Schools, Vice-Rectors and the Rector are not eligible for a sabbatical leave award during their term of office.

Appendix A

Point calculation system for Sabbatical Awards

This Appendix describes the point calculation system which will be used for selecting the candidates in each School which will be awarded a Sabbatical Leave (see section 4).

The point calculation system awards points by considering the research activity of faculty in the past 5 years.

- Scopus document in the past 5 years: 30 points
- Scopus citations to documents published in the past 5 years: 2 points per citation
- Successful research proposals–National:

Principal investigator (PI)	Local Coordinator of the	Participant in the
of the whole proposal	proposal	proposal
50 points	20 points	10 points

• Successful research proposals–European Union

Principal investigator (PI)	Local Coordinator of the	Participant in the		
of the whole proposal	proposal	proposal		
100 points	40 points	20 points		

Example: A faculty member published 3 Scopus papers in the past 5 years which have 10, 1, 3 Scopus citations respectively. He/she submitted one national proposal as a PI. What are his/her total points?

The total points are calculated as follows:

Papers: 3*30=90pts

Citations: (10+1+3)*2=28pts

Proposals: 50=50pts

Total points 90+28+50=168pts

				Calcian				Students	Mobility	reactie Staff		Studente	undisakian dasalikasa				
Date	Agreement's Validity	Institution	Erasmus Code	Country	t Area School ED	Subject area name ISCED	out in UG	level PG Dr	Total Months/ out student	in out in out in	Language of instruction	Automn/ semester 1	pplication deadlines Spring/ semester 2	Contact Person	Telephone	Fax	e-mail
25/02/2014 19/12/2017	2014-2020 2017-2021	Aarhus Business Academy Akademia Wychowania Fizycznego we Wroclawiu	DK ARHUS26 PL WROCLAW08	Denmark 342/34 Poland 04.4	4 School of Business School of Business	Marketing/Finance Management and Administration	4 4 X X 2 2 x		8	1 1	English, Danish B2	May 1	November 1	Kristoffer Edal Mikkelsen Monika Ilecka Folcik	+45 7228 6026		krmi@baaa.dk monika.ilecka@awf.wroc.pl
25/02/2014 25/02/2015 14/01/2016	2014-2021 2014-2020 2015-2020	Akademia Wychowania Fizycznego we Wrocławiu Akademia Wychowania Fizycznego we Wrocławiu Alexander TEI of Thessaloniki	PL WROCLAW08 PL WROCLAW08 G THESSAL12	Poland 1015 Poland 09 Greece 0411	School of Business School of Business School of Business	Travel Tourism and Leisure Personal skills and development Accounting and Taxation	3 3 X	X		2 2 2 2	Polish, English B2 Polish & English B2 Greek, English B2	June 15 June 15 July 15	November 15 November 15 November 30	Monika Ilecka-Folcik Monika Ilecka-Folcik Margarita Chatzilia	+48713473103 +48 71 3473 103 0030 2310 013 709 / 711 / 712		monika.ilecka@awf.wroc.pl monika.ilecka@awf.wroc.pl socrates@teithe.gr
14/01/2016 14/01/2016 17/04/2014	2015-2020 2014-2021	Alexander TEI of Thessaloniki BA School of Business and Finance	G THESSAL12 LV RIGA13	Greece 0410 Latvia 041 (34	School of Business	Business Administration Business Administration	4 4 x x 2 2 x	x x	8	2 2	English B2 English B2, Latvian	July 15 May 31	November 30 December 14	Margarita Chatzilia Elmira Gasanova	0030 2310 013 709 / 711 / 712 0037167709799		socrates@teithe.gr international@ba.lv
28/12/2015 03/11/2014	2014-2020 2014-2021	BITS-Business and Information Technology School / University of Applied Sciences Europe (Iserlohn • Berlin • Hamburg) Bradford College	D ISERLOH02 UK BRADFOR02	Germany UK 340	School of Business School of Business	Business Business Administration	10 10 x 2 2 x		9	5 5 5 5 2 2 2 2 2	German B2 & English B2 English B2	June 15 May 31	December 15 October 31	Heike Ramin Lenka Kaur	00492371776571		Heike.Ramin@bits-iserlohn.de p.evans@bradfordcollege.ac.uk
03/11/2014 20/11/2019	2014-2021 2019-2021	Bradford College COMENIUS UNIVERSITY IN BRATISLAVA	UK BRADFOR02 SK BRATISL02	UK 342 Slovakia 340	School of Business School of Business	Marketing and Sales Business Study	2 2 x 4 4 x	х	9	2 2 2 2 2 2 1 1	English B2 English B2	May 31 June 15	October 31 November 15	Lenka Kaur Erika Cernekova			p.evans@bradfordcollege.ac.uk erika.cernekova@fm.uniba.sk
03/02/2017 24/02/2014	2017-2020 2014-2021	Copenhagen Business Academy Coventry University	DK KOBENHA57 UK COVENTR02	Denmark 340 UK	School of Business School of Business/School of Science	Business Administration Sport Management/ Sport Science	2 2 x 3 3 X		3	1 1	English B2, Danish B2 English B1 IELTS 6.5 or equivalent	April 15 May 30	October 15 November 28	Henny Melgaard STEFAN MUSIOL	004536154846 +00 44 2476 15 2059	+ 00 44 2476 15 2066	hmn@cphbusiness.dk Stefan.Musiol@coventry.ac.uk / get.cge@coventry.ac.uk
18/07/2016 02/04/2014	2016-2020 2014-2021	Democritus University of Thrace ESCE International Business School	G KOMOTIN01 F PARIS213	Greece 0410 France 340	School of Business School of Business	Business Administration Business Administration	3 3 x 4 4 x		5	1 1	Greek, English B2 French, English B2	15 July May 1st	1 October November 1st	Suzana Markidou Emilie EMOND	0032531039084 0033181511535	00302531039086	intrela@duth.gr jennifer.kraus@esce.fr
24/02/2014 11/06/2014	2014-2021 2014-2020 2014-2021	European University of Applied Sciences Rhein-Erft (EUFH) Fundacio per a la Universitat Oberta de Catalunya Gdansk School of Banking	D BRUHL01 E BARCELO45 PL GDANSK08	Spain 34	School of Business School of Business School of Business	Business Administration Business Administration Business Studies	2 2 x x x 2 x x x 2 x x 2 x x 2 x x 2 x x 2 x x 2 x x 2 x x 2 x x 2 x x 2 x x 2 x x x 2 x x x 2 x x x 2 x x x x 2 x x x x x x x x x x x x x x x	x	10	1 1 1 1	German B1, English B1 Spanish B1, English B1 Polish English B1	May 31 June 30	October 31 November 30	Evelyn Stocker, Head of International Office Av. Tibidabo Anna Modrzejewska	+ 49(0)2232-5673360/-370 +34932532300 0048583238940	+49 (0)2232/5673-379 +34934175129	e.stocker@eufh.de / international@eufh.de erasmus@uoc.edu amodrzejewska@wsb.gda.pl
17/03/2017	2014-2021 2014-2021 2017-2021	Haute Ecole EPHEC Haute Ecole EPHEC	B BRUXEL82 B BRUXEL82	Belgium 0410 Belgium 0414	School of Business School of Business	Business and Administration Marketing and Sales Management	2 2 x x 2 2 x 2 x 2 2 x 2 x 2 2 x 2		5	1 1	Polish, English B1 French, English B2 French, English B2	May 15 May 15	December 1 December 1	Barbara Brooijmans Barbara Brooijmans	003227759771 00322 775 9771		b.brooijmans@ephec.be b.brooijmans@ephec.be
05/08/2014 19/04/2016	2014-2021 2017-2021	Haute Ecole Libre Mosane Hogeschool Rotterdam / Rotterdam University of Applied Sciences	B LIEGE37 NL ROTTERD03	Belgium 0411 The Netherlands 041	School of Business School of Business	Accounting and Taxation Business	1 1 x x 2 2 x		5	1 1 1 1	French, English B1 Dutch, English B2	June 1 May 1	December 1 November 1	Julie Guiot / MESSINA Laurence Maria James	003242206107 0031 10794 6235		j.guiot@helmo.be / l.messina@helmo.be m.james@hr.nl
05/07/2014 19/03/2014	2014-2020 2014-2021	IBS International Business School Instituto Politecnico de Lisboa	HU BUDAPES41 P LISBOA05	Hungary 349 Portugal 0414	School of Business School of Business	Business and Administration Marketing and Advertising	2 2 x 2 2 x	x	5	1 1 1 1	English B2 Portugees, English B2	May 15 May 30	October 15 November 30	Dombora Etelka Carla Ruivo	00361 391 2593 00351 21 0464762	00361 391 2539	edombora@ibs-b.hu cruivo@eselx.ipl.pl
31/07/2017 07/08/2014	2017-2020 2014-2021	International Business School (IBS) Karel de Grote-University College	BG BOTEVGR02 B ANTWERP59	Bulgaria 0488 Belgium 340	School of Business School of Business	Business Administration Business Administration	2 2 x 3 3 x	x x	6	2 2 2 2 2 2 1 1	Bulgarian, English B1 Dutch C1, English B2	May 30 May 31	October 30 November 15	Nadia Gaydarska Kirilova Nicole Vancauwenberghe	00359 2 400 1636 0032 03 613 1382	00359 7236 8813	ngaydarska@ibsedu.bg international@kdg.be
24/03/2014 19/03/2014	2014-2021	Kazimierz Wielki University KHLeuven/Leuven University College	PL BYDGOSZ01 B LEUVEN18	Poland 1015 Belgium 041	School of Business School of Business	Travel, Tourism and Leisure Business/Administration	2 2 x 2 2 x	x	5		Polish, English B1 English B1 & Dutch B1	July 31 June 15	November 30 November 15	Joanna Kalka Sylvia Collaer	0032 16 375 756		erasmus@ukw.edu.pl international@khleuven.be; sylvia.collaer@ucll.be
24/03/2017 20/06/2014	2017-2021 2014-2021 2014-2021	UCL University College / (ex. Lillebaelt Academy of Professional Higher Education)	DK ODENSE23 CZ PRAHA18	Lithuania 0410 Denmark 04.0 Czech Republic 340	School of Business School of Business	Business Administration Business Studies, Management Sciences	2 2 x x 2 x		5		English B2 Danish, English B2	June 1 May 15	November 15 November 15 November 30	Inga Mikulene Sille (Cecilie) J. K. Johannsen Andrea Janackova	0037 0462 415 95 +45 65434564	+45 23471687	info@lcc.lt cejo@ucl.dk
29/02/2016 02/10/2015	2014-2021 2016-2021	Metropolitan University Prague Munich University of Applied Sciences Panteion University of Social and Political Sciences	D MUNCHEN06 G KALLITH02	Germany 041	School of Business School of Business School of Business	International Business Business Administration Economics	2 2 x	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	5	1 1	Czech, English B2 German B2, English B2 Greek, English B2	May 1	December 1 September 15	Andrea Janackova Aggeliki Kardiacaftiti/ Anna Pateraki	00420 725 514 690 00498912651121 / 1243 +30 210 9201 4836	+30 210 9201 485	janackova@mup.cz int-affairs@hm.edu erasmus-iro@panteion.gr
28/07/2014 26/02/2016	2014-2021 2016-2021	Roskilde Universitet Szkola Glowna Gospodarstwa Wiejskiego (Warsaw University of Life Sciences)	DK ROSKILD01 PL WARSZAW05	Denmark 34 Poland 0411	School of Business School of Business	Business and Administration Accounting and Taxation	5 5 x 2 2 x	x	5		Danish, English B2 Polish, English B2	May 1	October 1 December 15	Susan Thomsen Varmer Marta Tyminska	0045 4674 2006 0048 2259 31049	0048 2259 31048	erasmus-exchange@ruc.dk / exchange@ruc.dk bss@sqqw.pl
26/02/2016 26/02/2016	2016-2021 2016-2021 2016-2021	Szkola Glowna Gospodarstwa Wiejskiego (Warsaw University of Life Sciences) Szkola Glowna Gospodarstwa Wiejskiego (Warsaw University of Life Sciences)	PL WARSZAW05 PL WARSZAW05 PL WARSZAW05	Poland 041 Poland 041 Poland 0311	School of Business School of Business	Business and Administration Economics	2 2 x 2 2 x	x x x x	5	2 2 2 2	Polish, English B2 Polish, English B2	June 15 June 15	December 15 December 15	Marta Tyminska Marta Tyminska	0048 2259 31049 0048 2259 31049 0048 2259 31049	0048 2259 31048 0048 2259 31048 0048 2259 31048	bss@sggw.pl bss@sggw.pl
26/02/2016 02/11/2014	2016-2021 2014-2021	Szkola Glowna Gospodarstwa Wiejskiego (Warsaw University of Life Sciences) Tallinn University of Technology	PL WARSZAW05 EE TALLINN04	Poland 0412 Estonia 0413	School of Business School of Business	Finance, Banking and Insurance Management and Administration	2 2 x 2 2 x	I I	5	2 2 1 1	Polish, English B2 English & Esthonian B2	June 15 May 15	December 15 November 15	Marta Tyminska Riina Potter	0048 2259 31049	0048 2259 31048	bss@sggw.pl riina.potter@ttu.ee
27/06/2017 23/11/2016	2017-2020 2016-2020	Technological Educational Institute of Peloponnese University of Ioannina (TEI Epirou)	G KALAMAT01 G ARTA01	Greece 0410 Greece 41	School of Business School of Business	Business Administration Business Administration	2 2 x 4 4 x	x	8	2 2 1 1	English B2, Greek Greek, English B2	June 30 June 20	December 30 November 20	Bitsani Eugenia Ioannis Gannas	0030 27210 69393 0030 26810 50001	0030 27210 69139 0030 26810 76404	ebitsani@gmail.com / international@teikal.gr
26/03/2014	2014-2021	University of West Attica (Previous TEI of Athens)	G EGALEO02	Greece 041	School of Business	Business Administration	2 2 x	x	4	2 2 2 2	Greek,English B2	May 31	November 15	Vasiliki (Vicky) Aletra			ganas@teiep.gr international@uniwa.gr valetra@uniwa.gr
26/03/2014	2014-2021	University of West Attica (Previous TEL of Athens)	G EGALEO02	Greece 0414	School of Business	Marketing and Advertising	2 2 x		4		Greek, English B2	May 31	November 15	Vasiliki (Vicky) Aletra			international@uniwa.gr valetra@uniwa.gr international@uniwa.gr
26/03/2014	2014-2021	University of West Attica (Previous TEI of Athens) TEI of Western Macedonia	G EGALEO02 G KOZANI01	Greece 1015 Greece 041	School of Business School of Business	Hospitality Management Business Administration	2 2 x x	x	5		Greek, English B2 Greek-English B1	May 31 15 July	November 15 30 November	Vasiliki (Vicky) Aletra Aikaterini Blanta	0030 24610 68065	0030 24610 39682	valetra@uniwa.gr erasmus@teiwm.gr
08/06/2019	2019-2021	Agricultural University of Athens (Previous TEI Sterea Ellada - G LAMIA04) The General Tadeusz Kosciuszko Military Academy of Land Forces	G ATHINE03 PL WROCLAW25	Greece 041	School of Business School of Business	Business Administration Economy	2 2 x		5 2 2	2 2 1 1	Greek- English B2 English B1	June 1 August 1	November 15 December 1	Spiros Karamitros Jerzy Luty	+302231060307 0048717658702	0030 22280 99598	erasmusteiwm@gmail.com pubintrel@teilam.gr jerzyluty@gmail.com
05/09/2014	2014-2021 2014-2021 2014-2021	Tomas Bata University in Zlin Tomas Bata University in Zlin	CZ ZLIN01	Czech Republic 34 Czech Republic 314	School of Business School of Business	Business and Administration Economics	2 2 x x 2	x x	5	1 1	Czech, English B1 English B1	June 1 June 1	November 1 November 1	Zuzana Komínková Oplatková Zuzana Komínková Oplatková	+420 57 603 2032 +420 57 603 2032		vicerector-international@utb.cz vicerector-international@utb.cz
16/04/2018 16/04/2018	2018-2021 2018-2021	UCN University College of Northern Denmark UCN University College of Northern Denmark	DK ALBORG02 DK ALBORG02	Denmark 0413 Denmark 0411	School of Business School of Business	Management and Administration Accounting and Taxation	3 3 x 3		6	1 1	English B2 English B2	May 1 May 1	November 1 November 1	Janni Ostergaard Nielsen Janni Ostergaard Nielsen	0045 7269 1356 0045 7269 1356		jabo@ucn.dk iabo@ucn.dk
16/04/2018 27/02/2015	2018-2021 2014-2020	UCN University College of Northern Denmark Universidad Europea de Madrid	DK ALBORG02 E MADRID18	Denmark 0414 Spain 04.0	School of Business School of Business	Marketing and Advertising Business Administration	3 3 x 2 2 x		5	1 1 1 1	English B2 Spanich, English B1	May 1 May 31	November 1 October 31	Janni Ostergaard Nielsen Axel Iniesta	0045 7269 1356 0034912115559		jabo@ucn.dk cdu@universidadeuropea.es
27/02/2015 14/02/2014	2014-2020 2014-2021	Universidad Europea de Madrid Universita degli studi di Torino	E MADRID18 I TORINO01	Spain 04.4 Italy 340, (04)	School of Business School of Business	Hotel Management (T2,T3) Business Studies, Management Science	2 2 x 3 x	x	6		Spanich, English B1 English B2	May 31 July 31	October 31 November 30	Axel Iniesta Ciravegna Daniele	0034912115559 0039 0116 7044 25	0039 0112 3610 17	cdu@universidadeuropea.es internationalexchange@unito.it
19/03/2014 19/03/2014	2014-2021 2014-2021	Universitaires Saint-Louis Universitaires Saint-Louis	B BRUXEL02 B BRUXEL02	Belgium 340 Belgium 314	School of Business School of Business	Business Studies Economics	1 1 x x 1 x		5	1 1	French, English B1 French, English B1	May 1 May 1	October 15 October 15	Francoise Paulus Francoise Paulus	0032 2211 7913 0032 2211 7913	0032 2211 7854 0032 2211 7854	erasmus@usaintlouis.be erasmus@usaintlouis.be
21/01/2015 19/02/2014	2014-2020 2014-2021	Universitat de Girona Universite de Bretagne Sud	E GIRONA 02 F VANNES04	Spain 811 France 342	School of Business School of Business	Tourism, Catering, Hotel Management Marketing, Business	2 2 x 2 2 x	x	12	2 2 2	Spanish A2 B1, English B2 French B2	June 15 June 1	November 15 November 1	Elisabeth Moya Sandra Vessier	0049 341 97 32020 0033297876674		elisabeth.moya@udg.edu Sandra.Vessier@univ-ubs.fr
19/02/2014 28/03/2014	2014-2021 2014-2021	UNIVERSITY OF APPLIED SCIENCES SCHMALKALDEN University of Liechtenstein	D SCHMALK01 LI VADUZ01	Germany 14.3 Liechtenstein 04.0	School of Business School of Business	Economics Business studies	10 10 x 2 2 x		5		German, English B2 German & English B2	July 15 May 15	January 15 November 1	Hilfskraft Auslandsamt Trudi Ackermann, Director International Office	+49 (0) 3683 - 688 1011 +423 265 11 03/07	+49 (0) 3683 - 688 1019 +423 265 12 65	c.weisheit@hs-sm.de, assist@fh-schmalkalden.de Trudi.ackermann@uni.li; international-office@uni.li,
31/05/2017 03/04/2014	2015-2021 2014-2021 2017-2020	University of Maribor University of Nantes IUT de la La Roche-sur-Yon	SI MARIBOR01 F NANTES01 G TRIPOLIO3	France 04	School of Business School of Business	Business and Administration Management Economics	2 2 x 4 4 x	X X	5	1 1	French C2	July 1 June 30	n/a	Eva Skruba Sebastien Jacotin	00386 22355 342 (Mladen Kraljic) 0033251478464	+30 27520 96128	eva.skruba@um.si sebastien.jacotin@univ-nantes.fr
14/02/2017	2016-2020	University of Peloponnese University of Pitesti University of Pitesti	RO PITESTIO1 RO PITESTIO1	Romania 0411	School of Business School of Business School of Business	Accounting and Taxation Business Administration	2 2 X 2 2 X	\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	8		Romania B1, English B2 Romania B1, English B2	June 30 June 30	November 30 November 30	Vassiliki Gionna Elena Neagu Elena Neagu	+30 27520 96130 0040 3484 533 33 0040 3484 533 33	0040 3484 533 33 0040 3484 533 33	vgionna@uop.gr elena.neagu@upit.ro elena.neagu@upit.ro
14/02/2017	2016-2020	University of Pitesti University of Pitesti	RO PITESTIO1 RO PITESTIO1	Romania 0412 Romania 0413	School of Business School of Business	Finance, Banking and Insurance Management and Administration	2 2 x x 2 x		8	1 1	Romania B1, English B2 Romania B1, English B2	June 30 June 30 June 30	November 30 November 30	Elena Neagu Elena Neagu	0040 3484 533 33 0040 3484 533 33 0040 3484 533 33	0040 3484 533 33 0040 3484 533 33 0040 3484 533 33	elena.neagu@upit.ro elena.neagu@upit.ro
14/02/2017 19/03/2014	2016-2020 2014-2021	University of Pitesti Rzeszow University of Technology	RO PITESTIO1 PL RZESZOW01	Romania 0414 Poland 04.0	School of Business School of Business	Marketing and Advertising Management	2 2 x x 2 x		5	1 1 3 3	Romania B1, English B2 BSc/MSc English	June 30 June 1	November 30 October 31	Elena Neagu Joanna Ruszel	0040 3484 533 33 0048 1774 32129	0040 3484 533 33 0048 1786 51119	elena.neagu@upit.ro rd@prz.edu.pl
15/06/2017 13/02/2014	2017-2021 2014-2021	Vasil Levski National Military University Vorarlberg University of Applied Sciences	BG VELIKO02 A DORNBIR01	Bulgaria 0410 Austria 04.0 / 3	School of Business 4 School of Business	Business Administration Business and Management	2 2 x 2 2 x	x	6 2 2 5	1 1 1 1 1 1 1 1	English B1 German, English B2	June 30 May 31	December 31 November 15	Diana Timova Karin Wustner-Dobler	00359 62 618 888 0043 5572 792 1201	00359 62 618 899 0043 5572 792 9502	diana.timova@nvu.bg kwu@fhv.at
27/01/2014 27/01/2014	2014-2018 2014-2018	Vytautas Magnus University Vytautas Magnus University	LT KAUNAS01 LT KAUNAS01	Lithuania 041 Lithuania 0311	School of Business School of Business	Business and Administration Economics	2 2 x 2 2 x	х	5		Lithuanian, English B2 Lithuanian, English B2	June 1 June 1	November 15 November 15	Juste Ceckauskaite Juste Ceckauskaite	00370 327 989 00370 327 989		J.Ceckauskaite@trt.vdu.lt J.Ceckauskaite@trt.vdu.lt
19/01/2018 19/01/2018	2018-2021 2018-2021	University of Bergamo University of Bergamo	IBERGAMO01 IBERGAMO01	Italy 311 Italy 041	School of Business School of Business	Economics Business Administration	2 2 x 2 2 x	x x	5	1 1 1	Italian, English B2 Italian, English B2	June 30 June 30	November 30 November 30	Lucia Gibilaro Lucia Gibilaro	0039 035 20 52 675 0039 035 20 52 675		lucia.gibilaro@unibg.it lucia.gibilaro@unibg.it
21/02/2014 05/08/2014	2014-2021 2014-2021	COMENIUS UNIVERSITY IN BRATISLAVA Haute Ecole Libre Mosane	SK BRATISLO2 B LIEGE37	Slovakia 314 Belgium 0411	School of Business School of Business	Economics Business Administration	2 2 x 1 1 x	x x	6		English B1, German, Slovak French, English B1	June 15 June 1	November 15 December 1	Erika Cernekova Julie Guiot / MESSINA Laurence	003242206107		<u>erika.cernekova@fm.uniba.sk</u> <u>j.guiot@helmo.be / l.messina@helmo.be</u>
26/11/2015 26/11/2015	2014-2021 2014-2021	University of Salford University of Salford Theresan Military Academy	UK SALFORD01 UK SALFORD01	UK 342 Rulgaria 0440	School of Business School of Business	Business Administration Marketing Business Administration	2 2 x 2 2 x		6	1 1 1 1	English B1	May 1	November 1 November 1 Queeks before arrival	Gall Harald	0044 161 295 5320 0044 161 295 5320 0043 50201 20 20139	0042 50201 20 17251	erasmus@salford.ac.uk erasmus@salford.ac.uk barald.gell@bmlvs.gv.at
15/12/2017 15/12/2017	2017-2021 2017-2021 2014-2021	Theresan Military Academy Theresan Military Academy HAUTE ECOLE ALBERT JACQUARD	A WIENER04 A WIENER04 B NAMUR11	Bulgaria 0410 Belgium 0411	School of Business School of Business School of Business	Business Administration Economics Accounting	5 x		8		English B1 English B1 French B1, English B1	9 weeks before arrival 9 weeks before arrival May 31	9 weeks before arrival 9 weeks before arrival October 31	Gell Harald Gell Harald Veronique Van Cauter	0043 50201 20 29139 0043 50201 20 29139 003281249191	0043 50201 20 17251 0043 50201 20 17251	harald.gell@bmlvs.gv.at harald.gell@bmlvs.gv.at cri@heaj.be
14/02/2014	2014-2021 2014-2021 2016-2020	HAUTE ECOLE ALBERT JACQUARD TEI of Crete	B NAMUR11 B NAMUR11 G KRITISO4	Belgium 041 Greece 041	School of Business School of Business	Business Administration / Public Relations Management Finance Accounting Tourism	2 2 x 2 x 3 3 x		10 2 2	1 1 1 1	French B1, English B1 Greek, English B2	May 31 May 1	October 31 November 1	Veronique Van Cauter Veronique Van Cauter Gareth Owens	003281249191 003281249191 0030 2810 379312	0030 28210 23020	cri@heaj.be ogareth@staff.teicrete.gr
10/05/2018 11/05/2018	2018-2021 2017-2021	Vilnius University College of Economics and Computer Studies, Krakow	LT VILNIUS01 PL KRAKOW18	Lithuania 413 Poland 410	School of Business School of Business	Business Studies & Management Studies Business and Administration	2 2 x 2 2 x		5	1 1 1 1	English B2 English, Polish B2	June 1 May 15	November 15 November 15	Milda Girdzijauskaite Przemyslaw Stach	00370 5268 7048	0049-89-1265-2714	nicole.morandi@hm.edu pstach@wsei.edu.pl
26/11/2015 26/11/2015	2014-2021 2014-2021	University of Salford University of Salford	UK SALFORD02 UK SALFORD03	UK 340 UK 342	School of Business School of Business	Business and Administration Marketing	2 2 x 2 2 x		10	1 1	English B2 English B2	May 1 May 1	November 1 November 1	· · · · · · · · · · · · · · · · · · ·	0044 161 295 2472 0044 161 295 2472		erasmus@salford.ac.uk erasmus@salford.ac.uk
29/05/2018 05/02/2018	2018-2021 2016-2020	University of Applied Sciences Leiden PSB Paris School of Business	NL LEIDEN03 F PARIS 256	The Netherlands 340 France 4.1	School of Business School of Business	Business Administration Business/ Management	2 2 x 4(5)/2(1) 4(5)/2(1) x		5	2 2 1 1	English B2 French B2, English	May 15 June 30	November 15 November 30	Annemiek Ravenhorst Julie Wolff	+31715188815 0033 1 55 28 94 72		mtte hooii@sea leidenuniv nl c.macherez@psbedu.paris
11/09/2018 11/09/2018	2018-2021 2018-2021	University of Pardubice University of Pardubice	CZ PARDUB01 CZ PARDUB01	Czech Republic 041 Czech Republic 0311	School of Business School of Business	Business Administration Economics	2 2 x	x x	5	1 1 1 1	English B2 English B2	May 10 May 10	October 10 October 10	Vera Albrechtova Vera Albrechtova	00420 466 03 6350 00420 466 03 6350		mobility@upce.cz mobility@upce.cz
02/06/2019 22/02/2019	2018-2021 2019 - 2021	Universidare Lusofona Do Porto Frankfurt University of Applied Sciences	P PORTO57 D FRANKFU04	Portugal 811 Germany 611	School of Business School of Business	Hotel, Tourism and Event Management Business Informatics	2 2 x 2 2 x		5	2 2	Portuguese, English B2 German, English B2	May 31 May 1	October 31 November 1	Janet Dias Adam Lipski	00351 222 073 240 0049 69 1533 2739	0049 69 1533 2475	janet.dias@ulp.pt europa@io.fra-uas.de
05/07/2014 05/07/2014	2014-2021 2014-2021	Instituto Politecnico de Lisboa Instituto Politecnico de Lisboa	P LISBOA05 P LISBOA05	Portugal 411 Portugal 413	School of Business School of Business	Accounting and Taxation Management and Administration	4 4 x x 4 x	x	10	2 2 2 2 2 2 2 2	Portuguese B1, English B2 Portuguese B1, English B2	May 31 May 31	November 30 November 30	Ana Sofia Carvalho Ana Sofia Carvalho	00351 217 984500 00351 217 984500		erasmus@iscal.ipl.pt erasmus@iscal.ipl.pt
02/06/2019 17/04/2019	2018-2021 2019-2021	Universidare Lusofona Do Porto Estonian Aviation Academy	P PORTO57 EE TARTU03	Portugal 811 Estonia 413	School of Business School of Business	Hotel, Tourism and Event Management Aviation Management	2 2 x 2 2 x		4	1 1 1	Portuguese, English B2 English B2	May 31 May 25	October 31 November 25	Janet Dias Karine Mandel	00351 222 073 240 00372 7448 121		janet.dias@ulp.pt karine.mandel@eava.ee
16/05/2019 27/06/2017	2019-2021 2018-2020	The College of European and Regional Studies Technological Educational Institute of Peloponnese	CZ CESKE03 G KALAMAT01	Czech Republic 410 Greece 0410	School of Business School of Business	Business and Administration Accounting and Finance	2 2 x 2 2 x	X	5	2 2 2 2 2 2 1 1	English B2, Greek	July 15 June 30	November 15 December 30	Jitka Panova Bitsani Eugenia	00420 386 116 811 0030 27210 69393	0030 27210 69139	erasmus@vsers.cz ebitsani@gmail.com / international@teikal.gr
07/06/2018 10/12/2018	2018-2021 2018-2021	Western Norway University of Applied Sciences Instituto Politecnico do Porto	N BERGEN14 P PORTO05	Norway 410 Portugal 413	School of Business School of Business	Business Administration Management	2 2 x		5	2 2	English B1	April 15 May 30	October 15 October 30	Tone Merete Brekke Marta Vidal	+351 255 314 002 Y328	00351 255 314 120	international@hvl.no gri@estg.ipp.pt
27/11/2018 07/07/2014	2018-2021 2014-2021	University of Applied Sciences and Arts Nortwestern Switzerland Technological Educational Institute of Polence page	HU BUDAPES01 CH BRUGG02	Switzerland 340	School of Business School of Business	Business and Administration Business Studies and Administration	2 2 x 2 2 x				Hungarian , English B2 German, English B2 English B2 Groot	May 10 May 30	November 10 November 30	Aniko Szontagh Jeannette Merguin Vasilis Dimensulas	003614 32 6500 0041 62 957 2354	0020 27240 00400	erasmus@elte.hu jeannette.merguin@fhnw.ch
25/10/2018 16/11/2016	2018-2021 2014-2021 2014-2021	Technological Educational Institute of Peloponnese University of Nori Sad	G KALAMAT01 NOVI SAD	Greece 0412 Serbia 0413 Sorbia 0414	School of Business School of Business	Accounting and Finance Management and Administration Marketing and Advertising	2 2 x 2 2 x	 	9	2 4 1	English B2, Greek Serbian, English B2 Serbian English B2	June 30 June 1 June 1	December 30 Dec 1 Dec 1	Vasilis Dimopoulos Ivana Vujkov Ivana Vuikov	0030 27210 69393 00381 21 485 2016	0030 27210 69139	international@teikal.gr iro@uns.ac.rs
02/10/2020	2014-2021 2020-2021 2019-2021	University of Nori Sad Universidade Catolica Portuguesa UNIVERSITY OF APPLIED SCIENCES SCHMALKALDEN	P LISBOA01 D SCHMALK01	Serbia 0414 Portugal 1015 Germany 04	School of Business School of Business School of Business	Marketing and Advertising Tourism Business Studies and Management Sciences	2 2 X 2 2 X		4	1 1 1 1	Serbian, English B2 Portuguese, English B2 German, English B2	June 15	Dec 1 December 2	Doutora Alexandra Esteves Cornelia Weisheit	00381 21 485 2016 +49 (0) 3683 - 688 1011		iro@uns.ac.rs apesteves@braga.ucp.pt c.weisheit@hs-sm.de, assist@fh-schmalkalden.de
26/06/2020	2020-2021	University of Life Sciences in Lublin	PL LUBLIN04	Poland 1015	School of Business	Travel, Tourism and Leisure	4 4 x	x	4		German, English B2 English & Polish B2	May 15	January 15 November 15	Izabela Wolska	+48 81/446 65 73		izabela.wolska@up.lublin.pl

			ERASMUS + Interinstitutional Agreements													
Date	Agreement's Validity		Institution	Erasmus Code	Country	ject Area Subject area name ISCED	out	Student STUDIES in level UG PG D	Mobility s Total Months/ student	TRAINEESHIP out in out in	out in	Language of instruction Automn/ semeste	r Spring/ semester 2	Contact Person Telephone	Fax	e-mail
26/4/2017	2017-2021	Torrens University Australia		ADELAIDE Aust	tralia 0410	Business Administration				1 1	1 1	English B2	Lisa Smith	0061 08 8113 7823		Ismith@laureate.net.au
26/11/2019	2019-2021	Ural Federal University		RU EKATERINBURG01 Russi	sia 410	Business				1 0		Russian, English B2	Evgeniya Saburova	73433754627		e.s.saburova@urfu.ru

Pending Signature2019-2021Ural Federal University/RussiaRU EKATERINBURG01Russia0410	Business		1 0 1 November 1 Evgeniya Saburova 0073 43 375 4627



D.B.A Program Guide

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PART I

The D.B.A. Program

1.1 Introduction

These regulations apply to academic programs at doctoral level that lead to the Doctor of Business Administration (D.B.A) at the School of Business Administration. The regulations stipulate the rules for admission, doctoral work, and submission of the Thesis/Dissertation and completion of the D.B.A. degree.

1.2 Objective of the D.B.A. Program

The objective of a program leading to a Doctorate Degree is to train candidates to be independent researchers and professionals, who can work at a local and an international level. To this end, the D.B.A. program must meet the requirements for research and professional development within universities, other institutions and organizations.

1.3 Prescribed Duration

The **D.B.A. Program** has a minimum duration of three years and a maximum of six years with the possibility of an extension of maximum 2 additional years, if justified by a student's request and approved by the School, following a suggestion from the Supervisor.

The student is registered in the Program each Fall and Spring semester over consecutive years. If the maximum time of study is exceeded, the D.B.A. student is not permitted to defend his/her Thesis/Dissertation. The School is to decide whether the maximum time of study has been exceeded.

1.4 Organized Coursework

The organized coursework of the D.B.A. Program provides scientific, theoretical and methodological training. The School ensures that all students are offered this high quality scientific, / theoretical and / methodological training.

The courses and the allocated ECTS are as follows:

Degree Requirements	ECTS
All students pursuing the DBA program in "Business Administration complete the following requirements:	ration" must
Specific Coursework/Courses	60
Advanced Quantitative Research Methods	10
Advanced Qualitative Research Methods	10
Management Strategy for Performance	10
Business Economics and Finance in a Global Environment	10
Marketing Strategy and Consumer Behavior	10
Business Analytics and Information Systems	10
Preparation and Submission of a Thesis/ Dissertation Proposal	30
D.B.A. Fieldwork	60
D.B.A. Thesis/Dissertation	30
Total Requirements	180

The minimum passing grade in the coursework is 'C' or higher in accordance with EUC's grading system.

1.5 Admission Procedures

Applicant's Qualifications

The applicant to the D.B.A. Program must have:

A Master's degree or its equivalent that is approved by the School as the basis for admission to the program. Priority shall be given to candidates with 4 years managerial experience

The applicant must have a strong academic record and have a weighted average grade in the Master's (or equivalent education) of B or higher, in accordance with EUC's grading system. In the case that the student is admitted to the course with the qualifications listed in (b) above, the average grade in the bachelor degree should be B or above.

The School, after examining the content/discipline of previous academic studies, in association to the area of specialization of the proposed DBA, and the possible research area/discipline, reserves the right to request that applicants take specified postgraduate courses and/or pass specified appraisals prior to admission.

Applicants are assessed on the basis of their academic record, other relevant qualifications, and their statement of research interests and description of a possible area of research.

The applicant must prove excellent knowledge of the English language and a very good knowledge of a second language according to criteria set by the Ministry of Education and Culture.

In exceptional circumstances/cases, the School may examine/evaluate transfer applications from other Universities/Educational Institutions with the approval from the Senate.

PART II

The D.B.A. Program Process

2.1 Application

Applications for admission must be made on the official D.B.A. Application Form.

2.2 Application Evaluation

All applications are evaluated by the School by the (initial) Evaluation Committee and the Interview Committee.

2.2.1 Establishment of Committees

Both the (initial) 'Evaluation Committee' and the 'Interview Committee' members are appointed by the School, following an exchange of opinions with the Coordinator of the D.B.A. program.

2.2.2. Committee memberships:

(a) Evaluation Committee

The 'Evaluation Committee' consists of:

- the Coordinator of the D.B.A. Program (Chair)
- at least two Faculty members

Each member should hold the rank of Assistant Professor or Associate Professor or Professor in the European University Cyprus. One of the members could hold the rank of Lecturer.

(b) Interview Committee

The 'Interview Committee' must consists of:

- the Coordinator of the D.B.A. Program (Chair)
- more than two Faculty members

Each member should hold the rank of Assistant Professor or Associate Professor or Professor in the European University Cyprus.

2.3 Interview

All applications are evaluated by the School. The evaluation procedure is divided into two phases/stages.

(a) First phase/stage

The first stage selection is carried out by the Evaluation Committee. During the First phase/stage (initial), the 'Evaluation Committee' assesses all applications and evaluates whether applicants satisfy the minimum set criteria/qualifications. The 'Evaluation Committee'

moves to a preliminary selection of applicants that will be invited to participate in the second phase/stage of the evaluation procedure, the interview.

After the conclusion of the first phase/stage of the application procedure, the (initial) 'Evaluation Committee' submits a list of successful applicants who will be called to an interview.

(b) Second phase/ stage

The second stage is carried out by the 'Interview Committee". During the second phase/stage, the 'Interview Committee' invites all successful applicants of the first phase/ stage to an interview.

The 'Interview Committee', taking into consideration the overall, academic and scientific conduct of applicants throughout the interview, along with their prior qualifications, as presented in their application file, concludes into the final meritocratic ranking of all applicants. (Appendix I: D.B.A. Candidate Evaluation Form)

In cases of disagreement, the matter shall be put to a vote, whereas the decision is reached by majority. Objection(s) and vote withdrawal(s) are not permitted once the voting procedure has been concluded and the casted votes have been counted. In the event of a tied vote, the procedure is repeated. If the voting once more results in a tie, the Chair of the committee casts the defining vote.

In addition to the above, the 'Interview Committee' holds the responsibility for appointing a Supervisor for each applicant.

2.4 Appointment of Supervisor

The Chair of the 'Interview Committee', prior to the interviewing procedure, invites, all School Faculty members, whose area of interest resides within the applicant's interests, to preview the appropriate application files and declare their interest in relation to the particular applicant, whose doctoral dissertation they would be interested in supervising. The 'Interview Committee' studies all affirmations of interest and undertakes regulatory negotiations on occasions where two or more Faculty members express a preference for the same applicant. (Appendix II: Expression of Interest in DBA student's supervision)

During each interview, the pertinent Supervisor is present, whereas on diverse occasions all potential Supervisors, who expressed preference, are invited to participate. The final decision resides with the 'Interview Committee'. Analogous regulatory consultations are implemented by the 'Interview Committee' on occasions where a lack of Supervision preference is illustrated. During the interview process, the potential Supervisor(s) for each applicant can express judgment in relation to the applicant, but hold no voting right.

On all occasions, an appointment of a Supervisor shall not be conducted without the relevant Faculty member's knowledge. Efforts will be made for decisions to be made according to the student's declared preference, even though an applicant's preference is not binding the School.

The Supervisor must hold a full time Faculty position in the European University Cyprus at the rank of Assistant Professor or Associate Professor or Professor. The Interview Committee may

decide to appoint a second Supervisor, who can be a Faculty member from another University (co-supervision).

The School may re-assign a supervisor following a documented suggestion of the Interview Committee, approval of the Program Committee and after consultations with the student. (Appendix XIV: DBA Change of Supervisor Form)

2.5 School final decision

The 'Interview Committee' makes its recommendation to the School Council, through the PhD program committee, which includes each applicant's meritocratic ranking and a decision about the applicant's Supervisor. Each application is to be evaluated by the School. The School will provide the final ranking of qualified applicants, in cases where the number of applicants exceeds the number of places available on the D.B.A. Program.

The time frame required to process each application should not exceed two months.

2.6 Notifying the applicant

Once a decision is reached, all applicants are notified in writing. The successful applicants are informed of the School's decision to offer them a position in the D.B.A. Program as well as the assigned Supervisor. Successful applicants are then required to inform the School, in writing, whether they accept or decline the School's offer, via the D.B.A. 'Acceptance Form'. The acceptance form should be returned within a period of seven (7) days. (Appendix III: Statement of Acceptance)

2.7 Coursework Attendance

Once the student is accepted on the D.B.A. Program, he/she will register for the attendance of the DBA courses.

2.8 D.B.A. Thesis/Dissertation Proposal

After completing the Specialized Courses of the Program the D.B.A. candidate (with the approval from his/her Supervisor) shall prepare and submit a Thesis/Dissertation proposal. (Appendix IV: D.B.A. Thesis Proposal Submission Form)

The research proposal should state explicitly what are the original aspects and the scientific contribution of the proposed work. The proposal should consist of two chapters as follows:

- · theoretical framework of the study and
- research methodology

The D.B.A. candidate presents this proposal during a meeting with the 'Supervisory Team". The proposal is approved by the Supervisory Team, or it is referred for amendment/modification. In the case of amendments/modifications to the Thesis/Dissertation proposal, the D.B.A. candidate

will be requested to resubmit his/her improved proposal, at a time specified by the Supervisory Team.

The Supervisory Team submits the DBA Thesis/Dissertation Proposal Approval Form to the School Council, through the DBA Program Coordinator, for approval of the decision. The D.B.A. candidate may then continue with his/her D.B.A. Research. The D.B.A. candidate can proceed to a Thesis/Dissertation defense, within a timeframe of six months or longer after a successful proposal defense. (Appendix V: D.B.A. Thesis Proposal Approval Form)

2.9 Supervisory Team

With the submission of the D.B.A. candidate's Thesis proposal, the School Council, following a suggestion brought forward by the Coordinator of the program, after a request has been placed by the Supervisor, in collaboration with the D.B.A. candidate, appoints the Supervisory Team. The Supervisory Team consists of:

- The Supervisor(s) and
- Up to two Co-Supervisor(s) (open rank).

One or both Co-Supervisors can be faculty members from another University (ies).

At least one member of the Supervisory Team should have an area of specialization that has direct relevance to the student's proposed research program and/or the methodology that the thesis will undergo. The Supervisory Team as a whole should also include at least **one member with previous successful supervisory experience.**

The D.B.A. candidate and the Supervisor are to maintain regular contact. The Supervisor periodically assesses the D.B.A. candidate's progress, whilst providing the appropriate guidance and support. The same applies in the case of the Co-Supervisor(s) as well.

2.10 D.B.A. Thesis/Dissertation Execution

The D.B.A. Thesis/Dissertation must be an independent scientific work of international standard. It will be a high quality scientific and academic work in terms of formulation of the issues it addresses, precision of terminology, methodology, theory and empirical foundation, documentation and means of presentation. The Thesis/Dissertation must contribute towards building on existing scientific knowledge on the profession and is to be of a standard that is appropriate for publication as part of the literature in its discipline/profession. The Thesis/Dissertation length should not normally be more than 100,000 words. Throughout the project execution, DBA students should publish at least one paper in scientific journal or conference, with reference to the topic of their doctoral dissertation.

A D.B.A. Thesis/Dissertation cannot be submitted by more than one candidate. Also, even if a piece of work may have been revised, it cannot be submitted as Thesis/Dissertation, or as part of a Thesis/Dissertation, for a doctoral degree if it has already been approved or rejected by another university.

2.11 Reporting

During the writing period of research and the Thesis/Dissertation, the D.B.A. candidate should submit written reports to his/her Supervisor and/or Co-Supervisor(s). Copy of the report is forwarded to the School. The Supervisory Team, under the Supervisor's direction, cooperates and meets regularly, in coordinating and assessing the D.B.A. candidates' progress. (Appendix VI: D.B.A. Progress Report)

The report shall be submitted once a year until the completion of the work. The report should include the following:

- Project Summary;
- Aim(s) and objectives of the research;
- Methodology Main achievements (attach data, where appropriate);
- Originality and significance of the results in the broader field of the discipline/ profession;
- A brief outline and detailed timetable of the further work necessary to bring the study to an acceptable conclusion;
- Conference, or published work;
- Actions that enhance research criteria of validity/transferability.

2.12 <u>D.B.A. Thesis/Dissertation Submission</u>

On completing the D.B.A. Thesis/Dissertation, the D.B.A. candidate submits the final copy to the Supervisor, who is responsible for evaluating the thesis and for indicating whether or not it is in a state to undergo a public defense. The Supervisor consults with the Co-Supervisor(s), in issues concerning their competence/specialization. (Appendix VII: Supervisory Team Report)

The thesis is submitted for evaluation only after the approval of the Research Supervisor of the student. The D.B.A. candidate should notify the School by submitting the DBA Thesis Submission form, with five copies of his/her Thesis (for distribution to the D.B.A. Adjudication Committee). (Appendix VIII: D.B.A. Thesis Submission Form)

The Thesis/Dissertation must be submitted in an approved standard format, accompanied by an Abstract. (Appendix IX: Cover Page)

Once submitted, a Thesis/ Dissertation cannot be withdrawn until a final decision has been reached as to whether or not it can be approved for defense of the D.B.A. Degree. After submission, the D.B.A. candidate can only make corrections of a formal character, and an *errata* sheet detailing all such corrections must be submitted four weeks before the date of the public defense. The public defense is to be held within two months, at the latest, of submission of the Thesis/Dissertation.

2.13 D.B.A Viva

2.13.1 Appointment of the D.B.A. Adjudication Committee

Once the Thesis/Dissertation is submitted, the Supervisor, in collaboration with the D.B.A. candidate, requests the appointment of a 'D.B.A. Adjudication Committee'. (Appendix X: D.B.A. Adjudication Committee Appointment Form)

The School, after reviewing the opinions of the D.B.A. coordinator and PhD program committee, appoints a 'D.B.A. Adjudication Committee', based on the D.B.A. candidate's and Supervisor's proposals.

The Committee will consist of:

- (i) one Faculty member within the School, who has not formally assisted the student with the Thesis/Dissertation, and will serve as Chair of the Committee;
- (ii) one Faculty member from another University; Both (i and ii) members should have an area of specialization related to the student's proposed program of research;
- (iii) one Faculty member from another School/Department of the University:
- (iv) in the case that it is deemed necessary that the Committee should consist of more than three members, the remaining members must also be independent and cover both the student's research field/discipline, as well as various other required fields/disciplines, such as: the research methodology.

All members of the Committee should hold the minimum rank of Assistant Professor.

Regardless of the above Committee composition, a Faculty member in the position of Lecturer can participate as an 'observer'. That member may put questions and participate in the discussion but may not vote.

2.13.2 Public Defense

Each member of the D.B.A. Adjudication Committee prepares a preliminary evaluation report that is forwarded to the Committee Chair 15 days before the public defense date. (Appendix XI: Examiner's Preliminary Report)

The report includes preliminary comments on the content of the thesis. The reports are then communicated to all other members of the D.B.A. Adjudication Committee prior to the thesis examination and are annexed to the final report submitted by the D.B.A. Adjudication Committee. (Appendix XII: Report of the DBA Adjudication Committee)

Since the defense is open to the public it should be widely advertised in the EUC community, at least seven (7) working days prior to the meeting for the defense. The proceedings in the public defense are chaired by the Chair of the D.B.A. Adjudication Committee.

The public defense starts with a brief introduction from the Chair of the D.B.A. Adjudication Committee. Then the D.B.A. candidate defends his/her Thesis/Dissertation. After this, the members of the D.B.A. Adjudication Committee may address relevant questions to the candidate. Other persons present, may address questions to the candidate and participate in the discussion.

After the completion of the discussion, the Chair asks the D.B.A. candidate and all participants to exit the room, and the D.B.A. Adjudication Committee has a discussion about its decision.

The D.B.A. candidate's Supervisor may participate in this discussion, as well as the D.B.A. candidate, in the case that the Committee deems it necessary, in order to provide any relevant information to the D.B.A. Adjudication Committee, and then exits the room after the discussion is concluded.

Then, the Committee proceeds to take its final decision.

The decision can be:

- 'pass as is',
- 'pass with minor revisions',
- 'pass with extensive revisions',
- 'unsatisfactory'.

After reaching an agreement, the Committee announces its decision to the candidate.

If the public defense is found to be 'unsatisfactory' or, depending on the nature and extent of the revisions required, the D.B.A. Adjudication Committee may request a new public defense which may be held no earlier than three months after the original defense. It is possible that the Committee has also identified deficiencies in the D.B.A. Thesis/Dissertation. In such a case, in addition to the new defense, a revised Thesis/Dissertation is submitted to the D.B.A. Adjudication Committee by the D.B.A. candidate within a stipulated time frame.

After the public defense meeting, the D.B.A. Adjudication Committee submits a timely and detailed report to the School Council, through the PhD program committee; in which it gives an account of its evaluation of the Thesis and its public defense. The D.B.A. Adjudication Committee attests to the academic standard of the Thesis/Dissertation, in relation to the international standards of equivalent doctoral work.

This report is to recommend whether or not the Thesis/Dissertation may / or may not be accepted as part of the D.B.A. degree. The report must provide a detailed explanation of the Committee's decision, whilst conclude whether the results are satisfactory ('pass as is', 'pass with minor revisions', 'pass with extensive revisions') or 'unsatisfactory'. Details must be recorded of any dissent among the members of the Committee.

The report must always be substantiated convincingly. Especially in the case of a positive recommendation, it must analyze the importance and originality of the research conducted as well as the scientific contribution the thesis makes to the particular field and profession. (Appendix XIII: D.B.A. Thesis Acceptance Certificate)

The report of the D.B.A. Adjudication Committee must identify publishable material contained in the thesis, as well as suggest the type of publication (e.g. journal article, monograph). Reference must also be made to publications already produced from the thesis, in which case both a list of these and the actual text(s) must be attached to the final report.

In case of an 'unsatisfactory' D.B.A. Thesis /Public Defense, a copy of the report is given to the D.B.A. candidate as soon as possible. The D.B.A. candidate may submit written comments to the members of the D.B.A. Adjudication Committee no later than fourteen days after receipt of the comments. Likewise, if the D.B.A. candidate has no comments, she/he must still notify the School immediately.

The School cannot reject a unanimous Committee report. If there is dissent in the Committee or if the School feels that there is reason to doubt whether the Thesis/Dissertation can be accepted or not, the School is to appoint two independent Professors, who are to submit independent reports within six weeks, and the School is to decide on the matter.

After the final version of the Doctorate Program Thesis/Dissertation is accepted, the D.B.A. candidate is requested to submit a copy of the Thesis/Dissertation to the European University's Library (and to all University libraries in Cyprus).

2.14 Conferment of the D.B.A. Degree

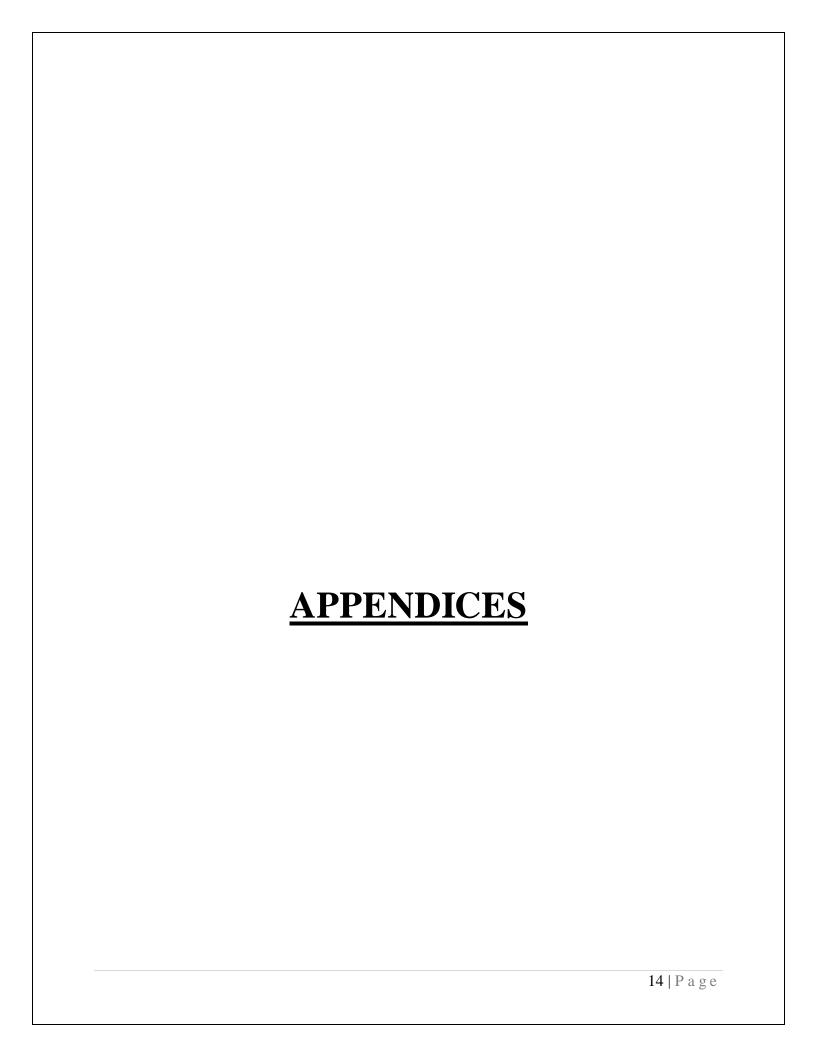
The D.B.A. degree is to be conferred on the basis of:

- i. Approved completion of the Specialized Courses Program.
- ii. Approved Doctoral Thesis/Dissertation and its satisfactory public defense.

The School will decide whether or not it can confer the degree of Doctor of Business Administration (D.B.A.) on the D.B.A. candidate on the basis of the report from the D.B.A. Adjudication Committee. In the case that the D.B.A. candidate cannot be awarded the degree of Doctor of Business Administration (D.B.A.) for any reason, then he/she is issued with a written verification by the School. The School decision must be approved by the Senate.

It should be noted that the awarded D.B.A. title is provisional/conditional, for at least three years.

A successful candidate will then be conferred with a D.B.A. degree at the next EUC Degree Congregation.





DBA CANDIDATE EVALUATION FORM

1. Personal Details

1	Program	Mode	e of study				
2	Name	Age		Gender		Nationality	
4	Language						
5	Education						
6	Employment						
7	Scientific and						
	other						
	Achievements						
8	Research&						
	Publications						
9	Research						
	Proposal						
10	Suggested						
	Supervisor						
11	Referees						
12	Declaration	13	Stateme	nt of Conse	ent		
14	Application						
	Checklist						

2. Evaluation Details

A) Academic Background

Evaluate the academic background of the candidate. Is it compatible with the proposed work that is expected to do;

B) Research Capability / Competence

Is the prospective student capable of doing the doctoral dissertation? Does he/she possess the necessary research background to enable him/her to perform successfully the proposed research work?

C) Intellectual Quality of the Candidate
List the qualitative characteristics of the candidate.
D) General Importance of the Proposed Research
Make a general evaluation of the proposed research proposal. Could be considered as a good proposal for
a doctoral dissertation safeguarding contribution to Profession?
E) Feasibility of the Proposal
Is it possible to complete the dissertation given the time framework and other constrains of the doctoral
program? Is access to information feasible?
F) General Comments
Assess the candidate's suitability for pursuing a DBA degree.
Name:
Name:
Signature:
Date:
Date:



EXPRESSION OF INTEREST IN DBA STUDENT'S SUPERVISION

DBA Applicant's Name:
Research Proposal Title:
Semester:
Interview Date:
I hereby express my interest to act as a supervisor for the above DBA Project Proposal.
Instructor's Name:
Signature:
Date:



STATEMENT OF ACCEPTANCE

I, the undersigned,	(Last Name, First Name),
confirm that I accept the offer for admis	
Administration at EUC for the Fall/Spi	
Applicant:	
	Date:
Signature	



DBA THESIS PROPOSAL SUBMISSION FORM

Registration N Registration [Number: Date:		
DBA Thesis F	Proposal Title:		
hereby subm	nit my DBAthesis p	proposal for assessment in	n three (3) copies. (soft binding)
OBA Candida	ite:(Name)	(Signature)	(Date)
appointment supervision o	of the Supervisor f the DBA thesis p	y team for the assessmore to the second roject is requested.	go an oral presentation. The nent of the proposal and the
following:		, , , ,	•
A			
В			
Supervisor:			
	(Name)	(Signature)	(Date)



DBA THESIS PROPOSAL APPROVAL FORM

Name of the DBA Candidate:
Registration Date: Program of Study:
Program of Study:
DBA Thesis Proposal Title:
SUPERVISORYTEAM DECISION (fill in what applies)
The proposal presented is suitable for a DBA degree. (Provide appropriate justification or erase if not applicable)
The proposal presented is suitable for a DBA degree, provided that the following amendments will be implemented. (Erase if not applicable)
The proposal presented is not suitable for a DBA degree. The Committee requests the DBA candidate to revise the thesis proposal and resubmit it. (Provide appropriate justification or erase if not applicable)

<u>Supervisory Team Members</u>

Supervisor:			
·	(Name)	(Signature)	(Date)
Co-Supervisors			
	(Name)	(Signature)	(Date)
	(Name)	(Signature)	(Date)



SCHOOL OF BUSINESS ADMINISTRATION DBA IN BUSINESS ADMINISTRATION DBA PROGRESS REPORT

Part A

Student's Name:
Registration Number :
DBA Thesis Title:
Part B
Project Summary
Aim(s) and Objectives of the Research
Methodology – Main Achievements (attach data, where appropriate)

Originality and Significance of the Results in the Broader Field of the Discipline/ Profession					
Conference, or	published work				
Actions that enhance Research Criteria of Validity /Transferability					
Attach a detailed timetable of the further work necessary to bring the study to an acceptable conclusion.					
DBA Candidate:(Name) (Signature) (Date)					
	(ivaille)	(Signature)	(Date)		
Approved By the Supervisory Team:					
Supervisor:	(Name)	(Signature)	(Date)		
Co-Supervisors					
oo oupervisors.	(Name)	(Signature)	(Date)		
	(Name)	(Signature)	(Date)		



SCHOOL OF BUSINESS ADMINISTRATION DBA IN BUSINESS ADMINISTRATION

SUPERVISORYTEAM REPORT

DBA Thesis Title:
Student's Name:
Registration Number :
Supervisory Team Members:
Supervisor:
Co-Supervisors: 1)
2)
NICOSIA, DATE

A) Student's Biographical Details	
B) DBA Thesis Analysis	
C) Conclusions / Contribution to Profession	
D) Journal/Conference Publication Paper	
The Supervisory Team	
Supervisor:(Name)	(Signature)
Co-Supervisors:1)(Name)	(Signature)
2)(Name)	(Signature)



DBA THESIS SUBMISSION FORM

Registration Number: _ Registration Date:			
DBA Thesis Proposal T	ītle:		
hereby submit my DB	A thesis for as	sessment in five (5) copies. (soft b	pinding)
DBA Candidate:			
	(Name)	(Signature)	(Date)
The submitted thesis is see attached report.	s in a state to	undergo a public defense. For fu	rther justification,
Supervisor:			
•	(Name)	(Signature)	(Date)



SCHOOL OF BUSINESS ADMINISTRATION DBA IN BUSINESS ADMINISTRATION

DBA THESIS

TITLE:
«»
NAME:
NICOSIA, DATE



SCHOOL OF BUSINESS ADMINISTRATION DBA IN BUSINESS ADMINISTRATION

DBA THESIS
TITLE: «»
Name and Registration Number :
Supervisory Team Members:
Supervisor: Co-Supervisors:

NICOSIA, DATE......



DBA ADJUDICATION COMMITTEE APPOINTMENT FORM

Regist Regist	ration Numberation Date:	er:		
DBA T	hesis Propo	sal Title:		
	reby request		nt a DBA Adjudication Com	mittee for the evaluation of
DBA (Candidate:	(Name)	(Signature)	(Date)
Super	visor:	(Name)	(Signature)	(Date)
Propo	sed Members	<u>s</u> :		
A.	External Me Name: University:			
В.		 		
	•			
C.	Observer Name: Department			

Student details

1.



SCHOOL OF BUSINESS ADMINISTRATION DBA IN BUSINESS ADMINISTRATION

EXAMINER'S PRELIMINARY REPORT

Please submit this report at least two weeks before the date of the VIVA.

Name of the DBA Candidate:
Registration Number:
Program of Study:
2. Title of the Research
3. Name of Examiner
External Internal Intern

4. Report of the Examiner on the work submitted

The examiner is requested to give an assessment of the research work.

4.1 Does the thesis represent a significant contribution to profession by discovering of new facts
/ insights / new synthesis and exercising of independent critical thinking?
4.2 Does the thesis provide evidence of originality or distinctiveness?
4.3 Is the thesis satisfactory as regards literary presentation and succinctness?
4.4 Is the abstract of the thesis submitted acceptable?
·

Examiner's Signature:	This should be a minimum of 500) words.	
		-	
orgnature:			Date :
	agnature:		
			<u> </u>

Date.....



SCHOOL OF BUSINESS ADMINISTRATION DBA IN BUSINESS ADMINISTRATION

REPORT OF THE DBA ADJUDICATION COMMITTEE FOR THE DOCTORAL DISSERTATION OF MR./MS.

Name of the DBA Candidate:
Registration Number:
DBA Thesis Proposal Title:
A) <u>Procedural Matters</u>
B) <u>Evaluation</u>

C) Impact / Contribution to profession / Published work
D) December detien
D) Recommendation
The proposal presented is suitable for a DBA degree. (Erase if not applicable)
The proposal presented is suitable for a DBA degree, provided that the following minor amendments will be implemented. (Erase if not applicable)
The proposal presented is suitable for a DBA degree, provided that the following major amendments will be implemented. (Erase if not applicable)
The proposal presented is not suitable for a DBA degree. The Committee requests the DBA candidate to revise the thesis proposal and resubmit it. (Erase if not applicable)
E) <u>Specific Comments</u> (Modifications required)
The DBA Adjudication Committee:
No. 10 (Oladous 1)
Name (Chairman) University
Crity Croity

Name University	
Name University	

APPENDIX I : Preliminary Examination Reports Appended at the end of this document

- I.1 Report by
- I.2 Report by
- I.3 Report by

APPENDIX XIII Form BS/DBA/13



SCHOOL OF BUSINESS ADMINISTRATION

	DBA THESIS ACCEPTANCE CERTIFICATE				
			Date:		
The ur		d, appointed by the Council of the School of Busines	ss Administration,		
1.	We have entitled	examined the dissertation by Mr./Ms			
2.	The candi Nicosia, o Committe	idate successfully delivered a public defense of his on(date) and was subjected to an exami	dissertation in nation by the		
3.	In our opin	nion, this thesis is fully adequate, in scope and qualon for the degree of Doctor of Business Administrati	ity, as a on.		
We hereby recommend to the Council of the School of Business Administration that the aforementioned dissertation be accepted in partial fulfillment of the requirements of the degree of Doctor of Business Administration (DBA).			ministration that he requirements of		
The D	BA Adjudic	cation Committee:			
Name Univers	(Chairman) sity				
Name Univers	sity				
Name Univers	sity				



DBA CHANGE OF SUPERVISOR FORM

Regis Regis	stration Number: stration Date:		
DBA			
Curre	nt Supervisor:		
Propo	osed New Supervisor: .		
Comr	nents:		
			••••
The P	hD Interview Committee		
1.	(Name)	(Signature)	
2.	(Name)	(Signature)	
3.	(Name)	(Signature)	
4.	(Name)	(Signature)	
Date:			