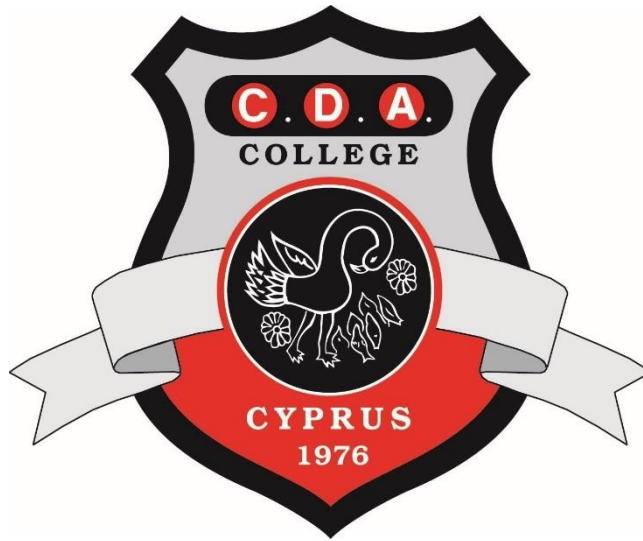




Faculty Handbook

Nicosia – Limassol – Larnaca - Pafos

April 2025

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1. CDA COLLEGE: MISSION AND OBJECTIVES

C. D. A. College has a long tradition in Tertiary education going back to 1976. In those early years it was the first institution that offered the first students in the Travel and Tourism Industry.

In 1978 the College was restructured and concentrated its energies into developing, some other courses most essential to the Cyprus economy reconstruction needs, and the social structures in the aftermath of the Turkish invasion of 1974. All these years our College offered hundreds of graduates to the Business and Travel Industry with success.

In 1978 the College established new branches in Limassol and Larnaca and in 2014 the College established a new branch in Pafos.

The College was founded and it is owned by C.D.A. Coaching Centre Ltd. **The Council of Accreditation has already accredited the following 42 Programs of Study:** M.B.A. and B.A. Business Administration, MSc in Stress Management and Wellness in Health Promotion, B.A Aesthetics, B.A. Travel and Tourism Management, B.A Police Management, Travel and Tourism Administration, Higher Diploma in Office Administration, Executive Secretarial Studies and Secretarial Studies, Information & Communication Technology, Hairdressing, Funeral Services, Health care Support Provider, Make up & Nail Artist

Mission Statement.

C. D. A. College is dedicated to the provision of high quality, cost effective education and training, in the areas of Business Studies, Travel and Tourism Industry, Information & Communication Technology, Secretarial Studies, Police Management, Hairdressing, Fashion Design and health promotion, Aesthetics

The mission and goals of the College derive from the following statements.

Access C.D.A. College offers graduate and undergraduate programs addressing issues of particular importance to people. Our curricula, the way we teach and our financial and academic support services address the needs of students who come to the College from varied social, cultural and ethnic background, and who may have a variety of previous educational experiences.

Excellence C.D.A. College addresses the intellectual and professional needs of individual students through classes and other educational experiences that encourage dialogue with faculty who are active scholars and/or practitioners. Students benefit from rigorous, specially tailored approaches to fostering gains in abilities and understanding.

Quality of Life C.D.A. College supports cultural diversity by helping ethnic and international communities to articulate and celebrate their cultural values and identities, and by recognizing the contributions and achievements of members of these communities. By the nature of our enterprise and through our normal activity, we contribute to the rich and diverse cultural life of major Cypriot cities.

Objectives

Through its broad range of programs, the College provides students from Cyprus and around the world with the depth of understanding and intellectual flexibility they need to respond to the challenges they will face in the years to come.

- To provide students a stimulating learning environment.
- To provide students with the necessary skills to enable them to hold responsible and challenging posts in the society.
- To provide theoretical and practical training for future employment.
- To provide to the students opportunities for employment.

The College aims to strengthen its contribution to the national provision of higher education. It intends to build upon links with industry and to meet the need for specific higher education for the local and international community. C. D. A. intends to remain a College, which is responsive to changing environmental, vocational and technological factors. Its management will spare no effort to sustain and develop in the future, a climate receptive to this attainment.

The total activity of the College will be directed towards providing a stimulating learning environment for students. The staff will be encouraged to explore new ideas in teaching, learning and to pursue educational initiatives compatible with the College ethos and stated principles.

2. THE ACADEMIC PROFILE – Educational Programs

ACADEMIC YEAR

The programmes offered are rooted in the needs of young people who aspire to acquire academic and professional qualifications necessary for securing permanent and rewarding employment.

The academic year consists of two main semesters a Fall and Spring semester of 14 weeks duration (including holidays) each. Classes for the Fall semester commence beginning of October and classes for the Spring semester commence beginning of February. Classes for the Summer session commence at the beginning of June. Each semester commences with the students registering for a number of course and ends with the examinations period covering all of these courses. New students can join the College in the Fall or Spring Semester to study any of the College's programs of study or non-credit Foundation courses. New students may also join the College in June for foundation courses. The Foundation course commences in June and ends in September.

The academic calendar provides information on important dates in an academic year, such as when semesters begin and end, registration periods, examination weeks and holidays.

PROGRAMS OF STUDY

C.D.A. College offers quality, career-oriented graduate and undergraduate programs of study that aim to assist its students to become educated individuals and to achieve their academic and career goals. Through the courses taught within each program, C.D.A. College develops the student's capacity to think, write and speak effectively and creatively. These programs are continually reviewed and brought up to date by the College Academic Committee in order to keep pace with developments and standards of today's rapidly changing environment.

The Cyprus Ministry of Education and Culture is responsible for the registering of academic institutions that offer higher education in Cyprus. Such institutions are only registered providing they have met and fulfilled a number of criteria. The academic institutions which are registered with the Ministry are inspected and examined by the Ministry's officials on a regular basis. These institutions are also governed by the articles of the relevant law of the Republic of Cyprus.

C.D.A. College is duly registered with the Cyprus Ministry of Education and Culture as an academic institution of higher education and is authorized to offer the following programs of study:

- Master of Business Administration (1.5 or 2 Years, Master)
- Master of Science in Stress Management and Wellness in Health (1.5 or 2 Years, Master)
- BA Business Administration (4 Years, Bachelor of Arts)
- BA Travel and Tourism Management (4 Years, Bachelor of Arts)
- BA Police Management (4 Years, Bachelor of Arts)
- BA Aesthetics (4 Years, Bachelor of Arts)
- Higher Diploma in Office Administration (3 Years, Higher Diploma)
- Hairdressing (3 Years, Higher Diploma)
- Executive Secretarial Studies (2 Years, Diploma)
- Travel and Tourism Administration (2 Years, Diploma)
- Information and Communication Technology (2 Years, Diploma)
- Funeral Services (2 Years, Diploma)
- Secretarial Studies (1 Year, Certificate)
- Health care Support Provider (1 Year, Certificate)
- Make up & Nail Artist (1 year, Certificate)

CDA College Programs of Study

Program of Study	Master 1.5 or 2 Years	B.A. Bachelor Degree 4 Years	Higher Diploma 3 Years	Diploma 2 Years	Certificate 1 Year
MSc in Stress Management and Wellness in Helath Promotion	A (L)				
Master in Business Administration	A (N, L)	-	-	-	-
B.A. Business Administration	-	A (N, L, P)	-	-	-
B.A Travel & Tourism Management	-	A (L, LN, P)	-	-	-
B.A. Police Management	-	A (L, N)	-	-	-
B.A. Aesthetics	-	A (N, L, LN, P)	-	-	-
Higher Diploma in Office Administration	-	-	A(N,L,LN, P)	-	-
Travel & Tourism Administration	-	-	-	A(L,LN)	-
Secretarial Studies	-	-	-	A(N,L,LN, P)	A(N,L,LN, P)
Information & Communication Technology	-	-	-	A (N,L)	-
Hairdressing	-	-	A (N, L, P, LN)	-	-
Funeral Administrator – Embalmer				A (P)	
Health Care Support provider					A (N)
Make up & Nail Artist					A(N,L,LN, P)

A: This program of Study is accredited

C: This program of Study is a candidate for accreditation

R: This program of Study is registered but not yet accredited

N: Nicosia L: Limassol LN: Larnaca P: Pafos

CDA College always welcomes constructive criticisms and suggestions and thus has incorporated all the recommendations raised by the accreditation teams in all programmes, which helped the College to improve and being able to offer high quality educational services for the benefit of its students and the society.

As a result of the continuous improvement of the College infrastructure, instructors' qualifications, research development, library's enrichment and high-tech equipped laboratories the **Council of Accreditation has already Accredited** all of our programs of study (see above table).

ENROLMENT CRITERIA OF A STUDENT

Students of both genders are entitled to be registered at the college, either Cypriots or foreigners without discriminating on the race, colour or religion. Any student who wants to register at the college must be a holder of a Higher Secondary School leaving Certificate or of an equivalent degree.

The College accepts registration forms from all graduates of a six grade public or private institution of Higher Secondary School, regardless of the final graduation grade.

Language of instruction at C.D.A College: Greek and English.

Name of the program	Type	Language	Level	Campus
MSc in Stress Management and Wellness in Helath Promotion	Academic conventional	Greek	Master	Limassol
Master in Business Administration	Academic conventional	Englsih	Master	Nicosia / Limassol
B.A. Business Administration	Academic conventional	Englsih	Bachelor	Nicosia / Limassol / Pafos
B.A Travel & Tourism Management	Academic conventional	Englsih	Bachelor	Larnaca / Limassol / Pafos
B.A. Police Management	Academic conventional	Englsih	Bachelor	Nicosia / Limassol
B.A. Aesthetics	Vocational conventional	Greek	Bachelor	Nicosia / Limassol / Larnaca / Pafos
Office Administration	Vocational conventional	Greek	Higher Diploma	Nicosia / Limassol / Larnaca / Pafos
Hairdressing	Vocational conventional	Greek	Higher Diploma	Nicosia / Limassol / Larnaca / Pafos
Travel & Tourism Administration	Academic conventional	Englsih	Diploma	Limassol / Larnaca
Executive Secretarial Studies	Vocational conventional	Greek	Diploma	Nicosia / Limassol / Larnaca / Pafos
Information & Communication Technology	Vocational conventional	English	Diploma	Nicosia / Limassol
Funeral Services (SUSPENDED)	Vocatioanal conventional	Greek	Diploma	Pafos
Health Care Support provider	Vocational conventional	Greek	Certificate	Nicosia
Make up & Nail Artist	Vocational conventional	Greek	Certificate	Nicosia / Limassol / Larnaca / Pafos

The following are considered acceptable proofs of English Language:

Proof of English language proficiency such as:

- An average score of at least of 4.0 in the IELTS examination.
- A score of at least 43 in the Pearson PTE Academic examination.
- A score of at least 42 in the TOEFL Internet Based Test (TOEFL iBT).
- A grade of at least E in the IGCSE / GCSE English as a Second language examination.
- Any other English language proficiency examination set by relevant Decisions of the Council of Ministers for entry to this program.

If an applicant fails to provide acceptable proof of his/her English proficiency he/she will be required to take the College English Language Placement Test before registration.

International students are accepted on a full-time condition and are obliged to be present at the examinations organised by the College.

The Registrar is responsible for all admissions at the College.

REGISTRATION PROCEDURES

Admission Procedure for Home Students

Cypriot students applying for admission at C.D.A. College must submit to the Admissions office the following:

1. A completed "Application Form" accompanied by a non-refundable €100 application / registration fee
2. Officially attested photocopies of their Higher Secondary School Leaving Certificate and Mark Sheets as issued by the school or equivalent and
3. Three photographs (passport size with the applicant's name written at the back)

All documents and supporting data required for admittance become the property of C.D.A. College and will not be returned to the applicant.

Admission Procedure for International Students

International students applying for admission at C.D.A. College must submit to the office of admissions the following:

1. Copy of Passport.
2. Copy of Academic documents. Secondary & Higher Secondary School Certificates along with the final Mark sheets. Candidates must have a High school leaving mark at least 50% and above. For Master Applicants we need a Bachelor Degree and Transcripts.
3. Proof of English

International candidates who meet the criteria for admission will be issued an Acceptance Letter which is sent to the student after its issuance.

Once the candidate has received the Acceptance Letter, they can start preparing the documents needed by the Immigration Authorities.

1. **Copy of Passport with original Apostille-Minimum Validity 2 Years.**
2. **Copy of Academic Documents with original Apostille** – Secondary & Higher Secondary School Certificates along with the final Mark sheets. Students must have a High school leaving mark at least 50% and above and ENGLISH LANGUAGE CERTIFICATE . For Master Applicants we need a Bachelor Degree and Transcripts.

3. **Original Police Certificate with original Apostille–Minimum Validity 6 months.** Highlighting that the student has no criminal record.
- 4 **Original Bank Certificate/Letter with original Apostille– – Minimum Validity 6 months.** The bank certificate must clearly state that the student’s sponsor has sufficient funds to finance the students stay and studies in Cyprus. (Minimum €7000) The bank certificate should be issued on students or fathers or mothers name. In case when the sponsor is a third person, please submit Court Affidavit stating the relationship between sponsor and student.
- 5 **Original Bank statement with original Apostille– - Minimum Validity 1 month .**This needs to be a print out from the bank clearly showing that the sponsor has the minimum amount of Euro 7000 in his/her bank account. It is essential to mention that this **amount should be in the account for at least 1 month and should be left as the last document to be issued!** All Pages must have Attestations.
- 6 **Original Medical Certificate with original Apostille - Minimum Validity 4 months.** Blood test results for HIV, Syphilis, Hepatitis B and Hepatitis C and Chest X-rays report (Tuberculosis). **From a Government Hospital/ Doctor.**

It is essential to mention that any document that is not in English language should be translated into English.

The specific candidate, after paying the equivalent amount to the College-is noted in the College Prospectus- he/she will be noted down into a special book, which is called “Admissions Register Book”.

It is obvious that if the candidate does not finally register in the College thus no entry will be made in the Student Register until an official registration is made to the College.

Upon registration of a new student then all his personal information is noted down to the Students Register. The registration into the Students Register is done only once during the student’s stay to the College. The registration on new students to the Students Register is done a few days before the first day of classes. Along with the registration to the Students Register, the student must complete the Registration Form for a New Student. This document contains more information than the ones included in the Student Register. The registration to the next semester is done upon the completion of the Enrolment Form for a Continuing Student, without affecting the Students Register. When the registrations for a semester are completed then an alphabetical catalogue will be prepared with all the registered students which will be used as an absence book and then as a grade book. Also, the Enrolment Register of Students by Program and Year/Semester of Study will be updated in the same manner.

Those students, who are interested in attending a Foundation (preparatory) Course must register to the College and their program would include specialized courses so that they can successfully follow later on the courses of their chosen Program of Study. These courses are

noted in the Submission of the Program of Study document which was presented upon the registration of the Program of Study.

REGISTRATION DATE

For the Fall semester, registrations to the College start from the end of the academic year until the 20th of October, and for the Spring Semester, from 1st January to 20th February of the next year.

- For all Programs of Study, the academic year is divided, for registration, examination and assessment purposes, into a semester mode of study.
- The first academic semester begins on 2nd of October and is completed in January of the next calendar year. The second academic semester begins on 3rd of February and is completed on 31st May. The lessons of the first academic semester begin in October and end in the middle of January. The lessons of the second academic semester begin the first fortnight of February and end towards the end of May.
- The summer session begins the 2nd week of June and end towards the end of September.

The exact dates for the beginning of lessons of each academic semester and the examination dates, towards the end of each academic semester, are noted in the College Prospectus and in the Internal Rules and in the declarations for registration or modification of a Program of Study.

Each module lasts for one semester. The assessment is noted down in the official books of the College twice a year, at the end of each academic semester. The assessment which is noted down in the official books of the College will be consisted of two parts the final examination grade at the end of the semester and a continuous evaluation, of any kind, during the semester.

Admissions of New Students

The admission of new students is done on the following time periods:

- Twice a year, September- October, and January- February

Transfer Students

From one Program of Study to another.

The transfer of students from one Program of study of the College to another can be done until the 20th October for the Fall semester, and until the 20th February for the Spring semester. These dates only apply in the situation of transferring from one Program of Study to a related one or not.

From one department to another.

Because the Programs of Study are the same in the place of business as well as in its branches then the transfer of students, from the place of business to its branches, and vice versa, or from one branch to another, is welcomed at any time.

From other Institutions to the College.

The transfer of students from other institutions to the College can be only performed if the student was studying in the same Program of study in which he/she wants to register in and

if he/she is promoted to the next year. The student must provide the College with a transcript from the other institution, which will confirm all the necessary information for his/her transfer to the College.

The transfer of students to an academic accredited Program of Study is only accepted if he/she comes from an academic accredited Program of Study either in Cyprus or abroad.

Before the transfer is completed and after the decision of the Academic Committee, the students are informed about the number of credits which they can transfer.

Class attendance is considered an important part of the educational process at C.D.A. College. Therefore, all students are expected to attend their classes punctually and regularly. Individual faculty members set the specific guidelines for attendance and penalties for excessive absences. Failure to attend classes may result in administrative withdrawal from the class or failure in a course.

In cases of personal or medical emergency, a student must receive permission for absence from classes from his/her instructor. Absence from classes does not excuse students from coursework of their obligation to complete an assignment on time. In case, students are responsible for making up missed course work.

A student who misses an announced examination (other than a final examination) because of illness or other good reason must immediately, upon returning to class, present to his/her instructor a report from a physician or other acceptable explanation for the absence.

EVALUATION – ASSESSMENT

The assessment of a course will be consisted of two parts. The assessment which will represent the continuous evaluation of a student's progress and the result of the final written examination at the end of an academic semester.

The assessment which corresponds to the student's progress on a continuous basis weighs 40% or 50% of the total grading. This will include mid-terms, Project-work, where is possible, oral tests or any other kind of examination. **These assessment methods are not official written examinations and can be carried out through out the semester.**

The assessment of the final written examination at the end of the academic semester weighs 60% or 50%. For some practical lessons only an assessment on a continuous basis can be performed (not requiring a final written examination). The progress of the course is noted in a log book. **Also in the vocational programs of Hairdressing and Aesthetics, ther final examination consists of two parts, theory anf practise. Students should pass both parts in order to achieve a passing grade. The passing grade of a lesson is 50% or 60% of the overall grades.**

Studetns with learning disabilities should inform the Student welfare of the College by providing official documents.

In such cases adjustments are made such as more time during exams, oral exams in case of serious dyslexia or elitist attention etc.

Promotion- Graduation:

The promotion of students will be achieved separately for each course per semester. For all full-time students attendance of 15 didactic periods per week is obligatory. A student can graduate when the necessary marks for each course are completed and he/she achieves a passing mark in all courses, as it is stated on the declaration of registration of each Program of Study.

Re-exams:

A student who fails an exam has the right of a re-exam, according to the grading scheme of the program a student is registered. The maximum mark for the continuous assessment (oral mark) which can be given when a reexam is performed is 50%. A student is allowed 3 re-exams and he/she can take the exam at the next examination period. He/she will be examined on the same paper as the students who take the subject for the first time. The attendance in the case of re-exam is not obligatory.

In the case that the failing rate in one subject is more than 50% of the overall students, the Academic Committee appoints a council to carry out the procedures for re-examining the subject, within 15 days.

Marks are registered and approved by the Academic Committee:

- The oral and written mark submitted to the Head of the Department on special forms signed by the Teacher as well as the Head of the Department. The forms are kept in a file for an easy access. The oral and written mark as well as the final mark registered separately (different columns) in the Book of General Inspection.
- The Book of General Inspection will be presented at the meeting of the Academic Committee for approving the results before they are announced to the students. The Committee can increase the final mark of a subject accordingly, by adding 1 point to 10, on agreement. The final mark then, registered in a separate column at the top of which the decision is clearly stated.
- **Within Seven days students can object about the results to the Academic Committee.** The Academic Committee can decide upon the objection and the decision of the Committee will be noted down in a special minute document. **The original result cannot be increased by more than 10 points out of 100.** The new results will be entered in the Book of General Inspection as a new entry.
- The final marks are entered on the transcript of academic record for each student separately.

Grading System of all the College Programs

Grades are calculated in percentages with letter equivalent as in the table below. Letter grades are further expressed in Grade Points per credit as follows:

Graduate Programs of Study – Master Degrees

– MBA Master of Business Administration Grading System (1.5 years, Full-Time or 2 Years, Part-Time, Master)

A student can graduate when the following demands are achieved:

- 1) Cumulative Grade Point Average, at least 2.00
- 2) Completion of 90 ECTS credits, which are demanded by the Programme of Study and
- 3) Settlement of all financial and other duties liable to the College.

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and Final Written Exams. Each component (Course Work and Final Written Exams), account for 50% each of a student's overall grade. The overall passing grade for all MBA courses of the programme is **60%**.

- Stress Management and Wellness in Health Promotion (1.5 years, Full-Time or 2 Years, Part-Time, Master)** Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and Final Written Exams. Each component (Course Work and Final Written Exams), account for 50% each of a student's overall grade. The overall passing grade for all MBA courses of the programme is **60%**.

Under Graduate Programs – Bachelor of Arts

– Business Administration (4 Years, Bachelor of Arts)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Each component (Course Work and Final Written Exams), accounts for 50% each of a student's overall grade. The overall passing grade for all BA courses of the programme is **50%**. Completion of 240 ECTS credits, which are demanded by the Programme of Study.

– Travel and Tourism Management (4 Years, Bachelor of Arts)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Each component (Course Work and Final Written Exams), accounts for 50% each of a student's overall grade. The overall passing grade for all BA courses of the programme is **50%**. Completion of 240 ECTS credits, which are demanded by the Programme of Study.

- Police Management (4 Years, Bachelor of Arts)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Each component (Course Work and Final Written Exams), accounts for 50% each of a student's overall grade. The overall passing grade for all BA courses of the programme is **50%**. Completion of 240 ECTS credits, which are demanded by the Programme of Study.

- Aesthetics (4 Years, Bachelor of Arts)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 40% and Final Written Exams account for 60% of a student's overall grade. The overall passing grade for all Beauty Therapy courses of the programme is **50%**. Completion of 240 ECTS credits for BA Aesthetics Programme.

Higher Diploma Programs of Study

- Office Administration (3 Years, Higher Diploma)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 40% and Final Written Exams account for 60% of a student's overall grade. The overall passing grade for all OA courses of the programme is **50%**. Completion of 60 ECTS credits, which are demanded by the Programme of Study.

- HairDressing (3 Years, Higher Diploma)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 50% and Final Written Exams account for 50% of a student's overall grade. The overall passing grade for all Hair Dressing courses of the programme is **50%**. Completion of 180 ECTS credits, which are demanded by the Programme of Study.

Diploma Programs of Study

- Travel and Tourism Administration (2 Years, Diploma)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 40% and Final Written Exams account for 60% of a student's overall grade. The overall passing grade for all T&T courses of the programme is **50%**. Completion of 120 ECTS credits, which are demanded by the Programme of Study.

- Information and Communication Technology (2 Years, Diploma)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 40% and Final Written Exams account for 60% of a student's overall grade. The overall passing grade for all ICT courses of the programme is **50%**. Completion of 120 ECTS credits, which are demanded by the Programme of Study.

- Executive Secretarial Studies (2 Years, Diploma)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 40% and Final Written Exams account for 60% of a student's overall grade. The overall passing grade for all secretarial courses of the programme is **50%**. Completion of 120 ECTS credits, which are demanded by the Programme of Study.

- Funeral Services (2 Years, Diploma)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 40% and Final Written Exams account for 60% of a student's overall grade. The overall passing grade of the programme is **50%**. Completion of 120 ECTS credits, which are demanded by the Programme of Study.

Certificate Programs of Study

- Secretarial Studies (1 Year, Certificate)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 40% and Final Written Exams account for 60% of a student's overall grade. The overall passing grade for all secretarial courses of the programme is **50%**. Completion of 60 ECTS credits, which are demanded by the Programme of Study.

- Health Care support Provider (1 Year, Certificate)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 40% and Final Written Exams account for 60% of a student's overall grade. The overall passing grade for all Interior Design courses of the programme is **50%**. Completion of 60 ECTS credits, which are demanded by the Programme of Study.

- Make up & Nail Artist (1 Year, Certificate)

Assessment of a student's performance for a course is based upon Course Work (tests, assignments, projects, mid-term exams, class attendance and participation) and the Final Written Exams. Course Work accounts for 40% and Final Written Exams account for 60% of a student's overall grade. The overall passing grade for all secretarial courses of the programme is **50%**. Completion of 60 ECTS credits, which are demanded by the Programme of Study.

Keeping of Original Books of Archive.

- 1) Student offering seats book
- 2) Student register
- 3) Registration book per programme of study and year/semester.
- 4) General and Special inspection book
- 5) Certificates book
- 6) Assurance book

Assessment

Grades for courses are based upon final examinations, mid-term examinations, tests, assignments, projects and class participation. Faculty inform students of their grading policy at the beginning of each semester/session.

Academic Advising

Academic advising plays an important part in a student's registration and academic performance. New students are advised by College officers on their registration into courses, adds/drops and withdrawals. All returning students are advised by their advisor for the same. A list of student advisors is placed on the College official notice board when the registration period commences. Students are advised to meet with their advisor on a regular basis.

Grading System Details

Grades are calculated in percentages with letter equivalents as in the table below. Letter grades are further expressed in Grade Points per credit as follows:

% Grade	Grade	Grade Meaning	Grade Points per Credit
90-100	A	Excellent	4.00
80-89	B+	Very Good	3.50
75-79	B	Good	3.00
65-74	C+	Above Average	2.50
60-64	C	Average	2.00
55-59	D+	Below Average	1.50
50-54	D	Poor	1.00
Below	F	Failure	0.00
	W	Withdrawal	0.00
	I	Incomplete	0.00
	TR	Transfer Credits	0.00
	AD	Audit	0.00

The Grade Point Average (GPA) is counted by multiplying the number of credits of each course with the grade which corresponds to each letter of success as shown below, and by adding them. The result is divided by the total number of credits, of which the student received a grade.

The academic project is measured in credits per semester. The credits are attributed after successfully completing a course. Each course carries as many credits as the fifty minute teaching periods of a subject per week. For example, a course which is taught 3 a fifty minute period per week carries 6 credits. The above are noted in the application form for registration of the specific Programme of Study.

The grade of "F" does not earn any grade points. This grade is given for a course failed. A student who receives this grade in a course must repeat the course in order to receive credit for it.

The grade of "W" indicates withdrawal from the course. Credit hours for a course for which a grade of "W" is awarded will not be included in the total number of credit hours attempted for the calculation of a student's Cumulative Grade Point Average.

The grade of "I" means incomplete and is assigned by the instructor only when a student has maintained satisfactory performance in a course but was unable to complete a major portion of the assessment (e.g. mid-term examination, project, final examination) and the reasons given were acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the incomplete work and to reach an agreement on the means by which the remaining course requirements will be satisfied. When the "I" grade is awarded, the faculty member awarding the grade must file a written statement, using the *Incomplete Grade Authorization Form*, and include:

- A description of the extenuating circumstances which justify the "I" grade.
- The specific conditions that must be met in order to complete the course requirements and have the "I" grade replaced by a regular grade.
- The length of time the student is allowed in which to complete all requirements.

A student is responsible, after consulting with the instructor, for fulfilling the remaining course requirements before the agreed deadline. In cases where the student is near to graduation this must be taken into account when deciding the deadline. In very special cases, the instructor may extend the agreed deadline for fulfilling the incomplete work.

Failure of the student to complete work within the agreed time limit will result in an "F" which will be recorded as the final grade. Credit hours for a course for which a grade of "I" is awarded will not be included in the total number of credit hours attempted for the calculation of a student's Cumulative Grade Point Average. The incomplete grade in a course will be converted automatically to an "F" if a student enrolls in that course prior to clearing the "I" grade. A student may not graduate with an "I" on the transcript.

The grade of "P" refers to courses transferred from other colleges or universities. The number of credits attempted for such courses do not enter into the computation of the Cumulative Grade Point Average.

The grade of "AD" refers to courses students registered for on an Audit basis. Students who wish to expose themselves to the material taught in a course without receiving credit or being assessed may choose to Audit a course. Regular fees and registration procedures are required but the student is not assessed in any way, so no grades or credits are assigned. Students must designate their intent to register on an Audit basis at the time of registration

Grade Point Average

A student's Grade Point Average (GPA) shows a student's average performance for the semester. Performance in a course is expressed in letter grades and each letter grade carries a number of grade points per credit as shown on the table above. The GPA is determined by dividing the sum of the grade points earned in a semester by the total number of credit hours attempted in the particular semester. The grade points earned for a course taken in the particular semester are obtained by multiplying the credits the course carries by the grade points per credit corresponding to the letter grade assigned in that course. The GPA is calculated to the hundredth position and it is not rounded. Grades reported as "I", "W", "AD" or "P" are not included in the computation of the GPA.

Cumulative Grade Point Average

The Cumulative Grade Point Average (CGPA) is computed by dividing the total number of grade points earned in all semesters by the total number of credit hours attempted. The CGPA is one of the principal criteria for determining a student's overall academic performance and

is determined for each student at the end of each semester. Grades reported as "I", "W", "AD" or "P" are not included in the computation of the CGPA.

Grade Appeals Procedure

If a student thinks that the final grade he/she received in a course does not represent a fair evaluation of his/her performance, he/she must try to resolve this matter with the particular instructor. If this does not lead to a resolution, the student may appeal against the grade by completing and submitting to the Director of Academic Affairs a *Grade Appeal form* within two weeks from the date the results are announced. The latter will exhaust all possibilities to resolve it individually with the student and the instructor in question and reach a decision.

An appeal must be based on evidence that the instructor has been unfair in awarding a grade or a legitimate error has been made in the calculation of a student's grade. Disagreement with an instructor's judgment is not a basis for a grade appeal, nor is disagreement with an instructor's grading standards, if such standards have been described in advance to the class and have been applied fairly to all students in the class.

This procedure is only intended to handle disputes which may arise regarding the final examination. When disputes arise regarding the grading of individual examinations or assignments during the semester/session, the student should contact the instructor immediately rather than wait until the end of the semester/session. Each grade appeal submitted according to this procedure must be an individual action by an individual student. Grade appeals by one student on behalf of several students or an entire class are not permitted.

Change of Grade

Once final letter grades have been submitted to the Academic Committee for approval, no changes are allowed unless an instructor completes a *Grade Change form* in which he/she suggests that a change of grade must be made because:

- a legitimate error has been made in the calculation of a student's grade or
- the originally assigned grade is a grade of "I" and should now be replaced by another grade.

Honors List

The Honors List is issued following the end of each semester/session and contains the names of students who have achieved a minimum GP A of 3.50 in the respective semester/session. To be eligible, students must have been registered for a minimum of 12 credits during the semester in question or 6 credits during the Summer session in question.

Make-up Examinations

Make-up examinations are a privilege given to students at the discretion of the instructor. An instructor may grant make-up examinations to those students who miss an examination as a result of a medical problem or a personal emergency. Students should consult their instructors for permission to take a make-up examination, complete a *Make-up Examination Request form* and submit it for approval to the Office of Academic Affairs

Student Grade Reports

At the end of each semester/session grade reports are given or mailed to students and grades are recorded on their permanent academic record. Grades are not given out by instructors or released over the telephone. Copies of grade reports are provided to students' parents, legal guardians or financial sponsors when such requests are made.

Transcript of Academic Record

Students may request an official transcript of their academic record by completing and submitting an application to the Office of Academic Affairs. All official transcripts are signed by a College officer and bear the official College seal. Transcripts released directly to a student bear the stamped designation "Unofficial Copy - for Student Use Only". Partial transcripts, as well as transcripts to students with outstanding financial obligations towards the College are not issued.

Graduation Ceremony

The annual graduation ceremony takes place in June. Students who wish to attend the ceremony must complete the *Graduation Ceremony Participation form* and submit it to the Office of Academic Affairs by the end of April, so that all necessary arrangements can be made. Students who expect to graduate by the end of the following Summer session or Fall semester are allowed to attend the ceremony. However, they will not be awarded any qualification. Participation in the graduation ceremony does not necessarily imply that the student has completed his/her graduation requirements.

Instruction Methods

CDA College follows the policies shown in the following sections in order to:

- Ensure that the instruction methods being used and the general educational policy are in accord with the College's objectives and to correspond to the specific aims of its programs of study; and
- Collect evidence at regular intervals in order to evaluate instruction with the aim to improve instruction.

Course Outline

In order to maintain academic credibility and consistency in classroom procedures, all faculty members are expected to distribute a course outline for each class they are assigned to teach. This should be done during the first week of classes. Students joining the course after the first week of classes should also be given a course outline. The aim of the course outline is to:

- Describe to students what the course is about;
- Explain to students what they are expected to do; and
- Give a short description of the topics that will be covered.

All course outlines must clearly state instructional objectives, grading and attendance procedures and all dates pertaining to course work and examinations. All instructors are urged to clarify to students what is expected of them and what their responsibilities are very early in the course to avoid confusion that could negate a student's performance in that course.

Faculty members are required to prepare a course outline for each course they will be teaching based on the Course Syllabus of the course in question. Course outlines are prepared in accordance with the Course Outline Guidelines. The Course Outline should be prepared with as much accuracy as possible and submitted to the Director of Academic Affairs at least two weeks before classes for the semester begin.

Instructors should follow strictly the course outline handed out to students. Instructors should consult with the Director of Academic Affairs if there will be any deviations from what has

been described in the course outline. Any unauthorised deviations from the course outline will be considered as a negative factor for performance evaluation of the instructor concern.

Academic Quality

This section is designed as a guide to, and source of reference on, the principles, procedures and administrative practice upon which the College's academic quality mechanisms are based. The College operates in the context of continuous development in the areas of quality assurance and quality enhancement. There are a range of bodies both internal and external to which College members, individually and collectively, are accountable for the quality and standard of academic provision. Internally, quality assurance procedures are developed on the basis that each member of College has personal responsibility for the maintenance of academic standards. External quality assurance is dealt by the Cyprus Accreditation Council and the Cyprus Ministry of Education and Culture.

The College sees the communication and enhancement of academic standards relating to a number of key aspects of College work:

- The access, admission and induction of students;
- Systems for course design, approval and re-approval;
- Course operation, Teaching and Learning;
- Student assessment, progression and levels of academic attainment;
- Systems for the appointment and appraisal of staff; and
- Student Guidance and Learner Support.

In relation to each of these areas, the College has defined responsibilities resting with individuals or committees within the College for the:

- Setting of standards;
- Communication of standards; and
- Monitoring, reviewing, evaluation and enhancement of standards.

Where appropriate and possible, a range of performance indicators help to inform the process of setting and monitoring academic standards.

The quality assurance procedures in place are sanctioned by and operate through the academic committee and faculty members. Part of the academic committee duties is internal audit in order to undertake checks, from time to time, to monitor the extent to which the College's declared policies and procedures on academic issues are being followed. The academic committee is responsible for monitoring and evaluating the effectiveness in practice of the quality control mechanisms described in the internal regulations, staff handbook and prospectus.

Audit will normally be focused on an appropriate sample of courses, service areas or comparable fields of activity. Teams or individuals will be invited to participate in audit. The academic committee will divide responsibilities amongst its members so that no auditor is

involved in the monitoring or evaluation of an area in which he/she works or has substantial involvement, and at least two auditors monitor and evaluate anyone area. Members of the academic committee will examine relevant documentation and conduct interviews with members of staff and, where appropriate, students. A report will be prepared on each area from the nominated team leader or individual. The report will be made available to the General Director.

3. FACULTY

Faculty Selection Procedure

The following steps are taken for the recruitment of a faculty member :

1. The Director of Academic Affairs and faculty members of the discipline involved identify the need for additional faculty
2. The Director of Academic Affairs will examine the issue by studying relevant curriculum vitae of various applicants who have previously applied for the vacant position in question. If found necessary the Director places an advertisement and invites more applicants of send their curriculum vitae
3. The Director of Academic Affairs invites those applicants he/she believes are the most appropriate to fulfill the vacant position in question based on the information described in their curriculum vitae
4. The Director of Academic Affairs will have a first interview with all selected applicants. The first interview aims to meet the applicant rather than examining in detail his/her suitability for the position in question
5. The Director of Academic Affairs arranges with successful applicants to attend a second meeting. The Director explains to the applicants that during the second meeting they need to prepare a presentation on an agreed subject. The Director and the applicant agree upon the date and time when the second meeting and presentation will take place
6. During the second meeting applicants make a presentation on the subject agreed. The Committee for Faculty Selection attends the presentation. Following the end of the presentation the Director of Academic Affairs interviews the applicant. The purpose of the second interview is to examine in detail the interviewee's suitability for the position in question
7. After all applicants have attended the second meeting the Committee for Faculty Selection meets in order to rank all applicants, considered to be appropriate, in terms of their suitability for the position in question. In addition the Committee identifies any candidates inappropriate for the position. Such candidates are not included in the ranking of appropriate candidates and are, under no circumstances, make an offer
8. The Committee for Faculty Selection decides for the appropriate applicant and makes him/her an offer and
9. Provided that the candidate accepts the Committee's offer, employment commences on the agreed date. In case the candidate does not accept the offer the Committee should make an offer to the next most suitable candidate. In case no successful candidate accepts the Committee's offer then the Director of Academic Affairs places an advertisement and invites more applicants to send their curriculum vitae and the procedure starts again.

Furthermore, a policy is already introduced and the Head of the Department will also be involved in the admission process.

Additionally, all the teaching staff are indirectly involved in the whole admission criteria and admission process through the meetings held by the College once every semester, where all faculty staff can introduce their suggestions on all issues towards the improvement of the College's processes and policies to achieve higher educational standards. Nonetheless, among the teaching staff other duties, is to act as counsellors by advising students after their admission and registration.

Committee for Faculty Selection

Membership

The Committee is comprised of the General Director, the Director of Academic Affairs and one member of the faculty who attended the presentation presented by the applicants for a faculty position.

Meetings

The Committee shall hold a meeting whenever the procedure for faculty selection is activated. A quorum shall consist of all the members of the Committee. A motion in order to become effective requires a simple majority vote of the members present.

The Director of Academic Affairs shall send notice of the time, place and agenda to every member of the Committee in advance of the meeting.

Meetings shall be held in closed sessions. A record of the agendas shall be kept in the office of the Director of Academic Affairs.

Full-time Employment

When a person is hired on a regular, full-time basis, the College considers that it has given him full-time employment. Therefore, it will expect all employees to give the responsibilities of their positions precedence over any types of outside commitments.

Outside commitments of faculty are to the concern of Management as far as they may:

- Prevent the employee from performing his/her college responsibilities in an effective manner
- Prejudice his/her effectiveness in his/her position and
- Raise a question of conflict of interest – for example, where the employee's position in the college gives him/her access to information or any other advantage, useful to his/her outside activities.

On the other hand, some types of outside professional assignments requested of, and undertaken by a staff member-such as consulting work, professional writing, etc – reflect credit upon the college and may contribute to the staff member's professional growth.

Therefore, Management policy on outside employment of its staff members is as follows

- An employee will not perform any duties related to an outside job during his/her regular working hours or during the additional time that he/she needs to fulfill his/her responsibilities of the position
- An employee will not use any college facilities, equipment, or materials in performing outside work
- When the proposed work reflects credit on the professional abilities of college staff and /or would contribute to their professional growth, certain exceptions may be made to 1 and 2
- It is a requirement that an employee confer with the General Director before accepting any outside employment and discuss the prospective job in relation to the three points mentioned above and
- In all cases, permissions from the Director of Academic Affairs and the General Director will be required before any outside job is accepted by an employee

Part – time Employment

The number of part-time faculty members employed by C.D.A. College does not exceed 50% of the total number of faculty members. Part-time faculty members have the same level of academic qualifications as full-time faculty members.

Faculty Compensation

Ranking and Salary Scales

All permanent faculty members are appointed on a full-time basis to one of the ranks listed below according to academic qualifications and professional work experience. Satisfactory Salaries are paid according to working periods and qualifications.

Fringe Benefits

The management wishes to promote among its staff members the sense of security and ease of mind essential for their efficiency and productivity in their field of work, whether this is educational or administrative. Therefore, the College will provide benefits, in addition to the monthly salary, as an integral part of the total compensation program.

The College provides the following fringe benefits:

- **Social Insurance**

Social Insurance contribution for full-time employees as a percentage of gross salary is

Employer 7.8 %

Employee 7.8%

- **Redundancy Fund**

Contribution for the Redundancy Fund for full-time employees as a percentage of gross salary is

Employer 1.2%

- **Human Resource Fund**

Contribution for the Industrial Training for full-time employees as a percentage of gross salary

is

Employer 0.5%

- Defense

Contribution for the Defense Fund for full-time employees as a percentage of gross salary is Employer 2%

-

- Tuition Exemption

All full-time and part-time employees of the College can study free at C.D.A College and their immediate family members (spouse, children) are given a tuition exemption exempted from part of tuition fees when they attend C.D.A. College.

Tutoring for Pay

To assure that all C.D.A. College students receive reasonable assistance without charge from their own instructors, and to avoid placing, instructors will not be permitted to receive money for tutoring any student they have in class or any student who consults them for guidance concerning an assignment.

Tutoring of Non-C.D.A. College students is viewed in the same manner as “Outside Employment”. Generally, an instructor may not tutor any such student for pay during regular College working hours or on school premises.

Payroll Procedures

All members of the staff must obtain from the Office of Finance the Hours Worked form . All part-time staff members must complete the form and return it to the Office of Finance in their last working day of the month for which the form is completed.

All employees are paid on the last working day of each month. Direct payment is made on their bank accounts. A photocopy of their salary statement is given showing all salary, benefits and deductions. All staff members are advised to study their salary statement carefully and contact the Office of Finance immediately if they do not understand anything or if they believe there is something wrong on their salary statement or their cheque.

When an employee is separated from employment before the end of a month, terminal pay will be computed and prorated on a per calendar day basis. In the case of other benefits (e.g. social Insurance), the stipulations outlined in their specific schedules will be used.

Salary deductions will be made for:

1. Income Tax
2. Social Insurance contribution
3. Defense contribution
4. Other deductions required by law
5. Other deductions arranged between employee and employer

Continuation/Termination of Employment

Full-time faculty members in the first year of their employment are notified at least one month before the expiring date of their contract of the terms and conditions on which they will be employed and become part of the permanent staff.

Full-time faculty members in the first year of their employment are given notice of termination of their employment one month before the expiring date of their contract. Faculty members who have been employed by the College for more than one year but less than five years are given two months notice and faculty members who have been employed by the College for more than five years are given three months notice.

Registration of Staff Members

Staff Members being employed for the first time at C.D.A College must complete and submit to the Office of Finance the Employee Registration Form . Any change in the details complete on the Employee Registration Form (e.g. change of address) must be notified of the Office of Finance without delay.

Registration of Faculty Members

Those Faculty Members being employed for the first time at C.D.A. College must complete and submit to the Office of Finance the Ministry of Education and Culture Registration Form. Along with the form they must submit to the Accounts Office the following:

1. Birth Certificate or Copy of Passport
2. Copy of Secondary School Leaving Certificate
3. Copy of Degree/Diploma Certificate(s)
4. Copy of Official Transcripts of the above and
5. Work Permit (for International Faculty Members only)
6. Two recent photographs

Terms of Service of the Faculty

Staff Conduct

All staff members must conduct themselves in a manner that not only reflects credit to the College, but also sets forth a model worthy of emulation by students. All staff members will be expected to carry out their assigned responsibilities, with conscientious concern.

Essential to the success of College operations and the instructional program are the following specific responsibilities, which will be required of all personnel

- Faithfulness and promptness in attendance at work
- Support and enforcement of Management policies and administrative regulations with regard to students
- Diligence in submitting required reports promptly at the times specified and
- Care and protection of College property

Staff Ethics

An effective educational program requires the services of men and women of integrity, high ideals, human understanding. All college employees are expected to maintain high standards in their school relationships. These standards include the following

- Maintaining just and courteous professional relationships with students, parents, staff members, and others
- Maintaining their efficiency and keeping up with the developments in their fields of work
- Placing the education and welfare of students as the first concern of the college, which will require that appointments to positions and promotions be based solely on merit
- Directing any criticism of other staff members or of any department of the College toward the improvement of the College. Such constructive criticism is to be made directly to the particular college administrator who has the administrative authority to improve the situation and then to the General Director, if necessary and
- Using properly and protecting all College properties, equipment, and materials

Academic Freedom

C.D.A. College adheres in principle to the American Association of University Professor's Statement on Academic Freedom, and it is its policy to defend academic freedom against any encroachment. The College, as a centre of learning, depends upon the free search for truth and its free exposition. The College has adopted the following statement on academic freedom Faculty members of C.D.A. College are entitled to full freedom in research and in the publication of the results subject to the adequate performance of their academic duties. However, research for pecuniary return needs to be approved by the General Director.

Faculty members are entitled to freedom in the classroom to discuss their subject, but should not introduce controversial material, which has no relation to the subject.

The faculty are members of a scholarly profession and officers of the institution. When they speak or write as citizens, they will be free from institutional censorship of discipline, but their special position in the community imposes special obligations. As learned and humane folks they should remember that the public might judge their profession and their institution by their utterances. Hence, they will at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make effort to indicate that they are not speaking for the institution.

Faculty members who feel that their academic freedom has been infringed may make a written request to the General Director that an investigation is made of their case. The request should set forward in a clear and concise manner the events and circumstances upon which the charge is based. The General Director may refer the question to the Disciplinary Committee.

Staff Complaints and Grievances

It is the intent of administration to practice effective procedures in resolving differences that may rise among employees and between employees and administrators reduce potential areas of complaints and grievances and establish and maintain recognized channels of communication between the staff and administration. In this context, a grievance will be defined as:

A disagreement involving the work situation in which an individual or group of individuals believes that an injustice has been done because of lack of policy, or because of a

policy that is unfair, or of a deviation from or of misapplication or of misinterpretation of a policy.

No employee of staff group will suffer a reprisal or reduction in status as a result of having presented a grievance for review. All employees are urged to resolve their grievance with their immediate supervisor before ultimately appealing to the General Director.

Hearings at all levels will be:

- Conducted in the presence of the administrator who made the ruling, which is the subject of the grievance, and in the presence of any other staff member personally involved
- Held only after due written notification to all persons involved
- Free from interference, coercion, restraint, discrimination, or reprisal and
- Held in private, with only the persons involved present.

Faculty and Administration Relations

The management wishes all personnel to establish and maintain clear understanding of the working relationships in the College. Lines of direct authority will be those approved by the management and shown on the College structure.

Personnel will be expected to refer matters requiring administrative action to the administrator to whom they are responsible. Additionally, all personnel are expected to keep the person, to whom they are immediately responsible, informed of their activities by whatever means the person in charge deems appropriate.

It is expected that the established lines of authority will serve most purposes but, through grievance procedures established by Management, all personnel will have the right to appeal against any decision made by an administrative officer. Further, lines of authority should not restrict in any way the smooth and successful co-operation of all staff members at all levels in order to develop the best possible College programs and services. The lines of authority establish direction of authority and responsibility, but they also represent avenues for a two-way flow of ideas and communication to improve College programs and operations.

Staff – Student Relations

Staff members are expected to regard each student as an individual and to accord each one the rights and respect due to any individual. Consequently, members of the staff should do nothing that could be construed as exploiting students. Moreover, the role of staff will be to guide and direct

the students learning process. Staff members should give the necessary personal attention to students at all times. Staff members must to their best to help each student develop his/her self-determination, and in consistency with college goals provide optimal opportunities for all students.

Students are urged to regard staff members as people with specific Knowledge and capabilities, which can serve to advance the student's own knowledge and development. Students are expected to regard staff members as individuals, employed to provide direct or indirect contributions to learning. While students are to have consideration latitude in making choices for themselves, they will be required to respect the rights of staff members

and interference with those rights will not be condoned.

Communication Mechanisms

C.D.A. College encourages effective communication between College Directors, College Staff and students. The means used are the following

Trays

All administration officers, directors and faculty staff have a tray with their name on. These trays can be found in the reception area. Staff members are required to check if they have mail on a daily basis.

Everybody at the College is requested to use these trays for communication. The trays are used for internal mailing of memos, letters, forms, assignments etc.

Local Area Network

Members of the staff can use the College's local area network to communicate with each other via electronic mail.

List of Staff Members

Members of the staff are provided with the names, telephone numbers, extension numbers and email addresses of all staff members.

Arrangement of Events

C.D.A. College strongly believes that an educational institution should be a model of democracy. All members of the staff must be involved in College functions and must represent the College. When people feel equal and respected they communicate and co operate more easily with each other. C.D.A.

College arranges a number of events throughout the academic year with the purpose to give the chance to staff members to interact. In events can introduce exchange programmes within the college or invite profs from other colleges.

Scheduling of Classes

The Director is responsible for the scheduling of classes. The scheduling of classes is based on the following two principles:

- Avoidance of conflicts and
- To make the best possible use of classroom space

Recognizing that faculty members' professional responsibilities include more than time spent in the classroom, the College expects faculty to use the time afforded them within their normal working hours to engage in College related activities, including committee assignments and scholarly pursuits.

The Director assigns a teaching schedule that allows for student access to faculty, permits adequate time for preparation and takes into account other special circumstances unique to the courses thought.

Working hours: The College offers morning, afternoon and evening classes from Monday – Saturday.

Morning classes: From 08.00 a.m

Afternoon classes: From 13. 00 p.m.
Evening classes: From 18.00 – 20.30 p.m.

Instructors should generally regulate their own non-teaching time. However, they must acknowledge the fact that part of their professional responsibility includes activities, which must necessary take place before of after classes.

The complexity of the educational program and the interdependence of staff members require frequent and often extensive periods of time for lesson preparation, meeting, team planning, student counseling before, between and after teaching periods.

Teaching Load

The faculty teaching workload for a full-time faculty member is 30 teaching hours per week per calendar year.

	Fall	Spring	Summer
	Semester	Semester	session
Teaching hours per week	15 -18	15 - 18	6

Workload credit may be given in the following circumstances:

Authorized research

Faculty members may receive workload credit if they engage in pre-authorized research. Research must be relevant to the discipline of the instructor, it must be of high quality and publishable, and it must be of reasonable time duration.

Assistance in the College Administration

Faculty members may receive workload credit if they engage in administrative work outside their duties. The procedure for obtaining workload credit is the following:

- The faculty member must submit an application for workload credit to the Director of Academic Affairs
- The Director of Academic Affairs will forward the application together with his/her suggestions to the General Director
- The application must be approved by the General Director

Annual Leaves - Procedure

- The employee must consult his/her immediate superior (if any) and then the Director of Administration and Finance regarding his/her request for annual leave.
- The employee should then complete the Request for Leave Form and submit it to the Director.
- Provided that the Director approves the request for leave the employee receives a written notification of approval for his/her request

Regulations

All staff members are entitled to 21 working days of paid leave per calendar year.

Requests for leave should be made at least one week in advance for a leave of no more than two days and at least one month for a leave of more than two days. The above notice periods are required so that the necessary planning takes place and disruption of the College is avoided.

Paid leave entitlement may not be carried forward after the 31st of December of each year except at the discretion of the General Director.

- Staff members taking leave due to military service obligations, will not be treated as coming from holiday entitlement. In such a case appropriate documentation should be submitted to the Director of Administration and Finance taking into account the relevant notice period mentioned above.
- Prior to departure of annual holidays, all staff must ensure where appropriate, that work has been handed over to other members of the staff. All members of staff must provide their contact details during their absence so that contact may be made. Such contact will not be made unless it is absolutely necessary.
- Any time which staff members have off for personal reasons other than on compassionate grounds will be treated as coming from holiday entitlement.
- Staff members are advised to request leaves when the College's workload is at a minimum

Absences

Under no circumstances will any staff member be absent from work without the knowledge of the General Director or the Director of the campus. Whenever an absence may be known in advance, approval will be obtained at least three working days in advance of the leave from the Director of the campus. Whenever, on account of illness or other emergency, a leave cannot be arranged in advance, the staff member will call the Director prior his / her arrival time on the day of the absence. Failure to do so will result in deduction for each day of non-notification of pay, unless a valid reason can be given for such failure.

A doctor's certificate needs to be submitted to the College for more than 2 consecutive days of absence due to sickness/illness. It must be noted that consistent sick leave of absence without serious reason may result in negative evaluation and a possible to result in termination of employment.

Note In the case where the General Director is absent, the staff member should leave a message with the General Director's secretary before 830 a.m., stating the fact that he/she will be absent.

Office Hours

Academic Staff arrange their office hours upon appointment. Office hours must not clash with the time available for meetings of breaks. During office hours academic staff members can assist students on academic matters, offer academic advice and professional guidance. Faculty members can offer students advice on personal matters. Generally, during their office hours, faculty members should give enough time to establishing the professional atmosphere that encourages students to freely communicate, exchange ideas and flourish professionally and intellectually.

Academic Staff uses the conference hall during their office hours.

Duties and Responsibilities

Faculty members at C.D.A. College have the responsibility to

- Conduct themselves in a manner that sets forth a model worthy of emulation by students
- Place the education and welfare of students as their primary concern
- Maintain a courteous professional relationship with students, staff members and others
- Support and enforce management policies and administrative regulations with regards to students.
- Provide optimal opportunities for all students
- Participate actively and constructively in the life of the College community
- Treat students with courtesy and consideration and
- Care and protect College property

In addition, all faculty members have a duty to:

- Assist the Director in duties of academic coordination
- Keep the Director up to date on all academic matters
- Be prompt for class sessions and teach the material set in the course outline
- Assist students in the selection of courses
- Offer students academic advice and professional guidance
- Keep up with the developments in their areas of expertise and
- Grade students in a fair and consistent manner

Teaching

Faculty members are responsible for the appropriate conduct of the courses assigned to them. It is the Director who assign courses to each faculty member.

Faculty members should teach the material set in the course outline of a given course.

Such material should be up to date as much as possible, sufficient to achieve the objectives of that course and be taught in an understandable way.

Student Absences and Syllabus Covered Records

Before an instructor's first class of a day, the instructor should pick up from his/her tray the appropriate Attendance Roster(s) and the appropriate Syllabus Covered Forms(s). An Attendance Roster is used to record student absences. It is compulsory that faculty take absences at the beginning of each class. Instructors should complete the details of both the Attendance Roster(s) and the Syllabus Covered Form(s) and return them promptly after the end of their last class for the day.

It is advised to get to know the students and call them by their names. In case a student misses three or more consecutive class sessions, or more than five semesters, faculty should refer him/her to the Director. All instructors should report to the reception area all non-listed or incorrectly listed students on an attendance roster.

Starting from the fifth week of instruction, instructors should not allow any student whose name is not on the attendance roster to attend the class. Students who insist on attending the class stating that they have been enrolled in that particular class should be asked to consult the college reception area.

Final Examination Question Papers and Other Assessment Means

Four weeks before the start of the final examination period instructors are asked to complete the Examination Details form and submit to the Director.

The form serves to provide the necessary information the Director needs in order to prepare the Final Examination Timetable. It includes information such as the nature of their examination (practical examination requesting a laboratory or theoretical examination) and the duration of the examination. It is an instructor's responsibility to inform his/her students of the necessary items (calculator, ruler etc) needed for a particular examination. Final Examination Question Papers must be submitted to the College reception area at least 5 working days before the start of the final examination period along with the examiners suggested solutions. Where appropriate, the solutions will be in point form rather than in detail. Other examination means (e.g. Assignments) question papers must be submitted to the College reception area at least 4 working days before its actual date set for examination and/or submission of the question paper to the students.

Examinations/Invigilation

Invigilators

People who are authorized to act as invigilators by the Director of Academic Affairs must conduct the College examinations. The head invigilator must be present during the examination hours of the examination for which he/she is appointed as head invigilator. He must ensure that all regulations before, during and after an examination are complied with. The Director of Academic Affairs must appoint another invigilator to act as head invigilator, if the originally appointed head invigilator will be absent during the examination hours.

At least one invigilator must be present in the examination room throughout the examination. In cases where more than one invigilator is assigned to invigilate in an examination room, the invigilator not appointed as head invigilator will act as head if for any reason the originally appointed head invigilator is absent during part of the examination hours. Only candidates, invigilators and College administrative staff may be present during an examination.

Question Papers and Answer Papers

The head invigilator must be in the Director's of Academic Affairs office 30 minutes before the time fixed for the examination to begin. Question papers and answer papers will be given to the head invigilator in separate envelopes, and must not be removed from the envelope until the head invigilator enters the examination room.

At the end of the examination, the head invigilator must collect all used and unused question papers and answer papers. Before taking an answer paper from a candidate, the invigilator should ensure that the particulars on the front page of the answer paper have been completed correctly. All question papers, both used and unused, and any used answer papers are put into their original envelopes. Any unused answer papers are not put into any envelope but are returned along with the rest of the papers to the Director of Academic Affairs as soon as possible after the examination finishes. In cases where the question paper and the answer paper are not separated, the paper should be treated

as in the case of the answer paper (i.e. only the used papers are put into the original envelop). It is the Director's duty and responsibility to submit all used answer papers along with one copy of the examination paper to the examiner(s). The examiner will mark the papers and return them to the Director of Academic Affairs in a specially provided envelope.

Arrangements in Examination Room

The head invigilator must prepare the exam setting before any students are allowed into the room.

The following arrangements should be completed 10 minutes before the time fixed for the examination to begin:

- Candidates seats must be at least fifty centimeters apart and
- The white boards inside the examination room must be clean

The head invigilator must ensure that all equipment (e.g. typewriter, computers etc) to be used in any examination is ready for use (this will have to be examined some days before the examination date). The appropriate question paper and an appropriate member of answer papers should be placed on the desk in front of every candidate's seat that is expected to be used in the forthcoming examination(s). The question paper should be placed on the desk with the face down unlike the answer paper. In the case where should be placed on the desk with the face down unlike the answer paper. In the case where the question paper and answer paper are not separated then the paper should be placed with the face up. Note Special care must be taken to ensure that each candidate receives the correct question paper for the examination entered.

Instructions during an Examination

Students who have outstanding financial obligations or delinquent accounts with the College will not be allowed to take any final examinations until their accounts are settled. The head invigilator will be given along with the question and answer papers a list of all students sitting for an examination.

Students who are not allowed to sit for any examinations will be clearly marked on the Examination roster. The head invigilator is responsible for not allowing such students to sit for any final examinations. The head invigilator is responsible for taking absences after the lapse of 30 minutes from the start of the examination. The head invigilator should write a capital alpha "A" next to the name(s) of any absentee(s), in the column provided, on the examination roster.

Should the invigilator be obliged to start an examination late, candidates must be allowed the full time in which to work the paper. No student can be admitted to the examination room after the lapse of 30 minutes from the start of the examination. No candidate will be allowed to leave the room until 30 minutes after the start of the examination. All materials held by students, other than the ones required in the exam, must be placed at the placed at the front of the examination room and in a place away from students.

Invigilators must be very careful, serious and strict and must try to keep the examination room peaceful and silent. Students that finish the exam and leave the examination room before the allotted time should be advice not to stay near the examination room. The invigilator(s) must ensure that candidates use no unfair means, either by assisting one another or using books, notes, etc. The invigilator(s) is/are particularly requested to prevent anything that tends to disturb the candidates. Candidates must abstain form any kind of communication with one another in the examination

room. The answer paper of any candidate who is found to have used unfair means in an examination should carry a note stating the kind of unfair means used in the “comments section” of the front page of the answer paper. **During an exam smoking, eating or drinking in the examination room are not allowed by any instructor and/or student. Candidates are forbidden to take examination papers out of the examination room when they leave the examination room.** The head invigilator will read the instructions to examination candidates (see Appendix 12) at each examination 5 minutes before the examination begins. The head invigilator should not read the notes included in the instructions.

Implementation of ECTS.

ECTS, the European Credit Transfer System, was developed within the framework of the ERASMUS program in order to provide common procedures to guarantee academic recognition of studies abroad by measuring and comparing learning achievements and/or transferring them from one institution to another. The ECTS is based on mutual trust and confidence in the academic performance of partner institutions. ECTS provides transparency through the following means:

- The information package with written information for students and staff on institutions, departments/faculties, the organization and structure of studies and course units;
 - The ECTS credits which are a numerical value allocated to course units to describe the student’s workload required to complete them;
 - The transcript of records which shows students' learning achievements in a way which is comprehensive, commonly understood and easily transferable from one institution to another;
- The learning agreement covering the program of study to be taken and the ECTS credits to be awarded for their satisfactory completion, committing both home and host institution as well as the student.

The European Credit Transfer and Accumulation System (ECTS) is a student-centred system based on the student workload required to achieve the objectives of a specific course or programme of study. The objectives should be specified in terms of learning outcomes and general competences to be acquired.

Distribution and justification of credits

Learning/teaching methods

Student evaluation (evaluation methods, different types, continuous evaluation or not, student feedback, multiple examiners, external examiners, etc) and its degree of transparency.

CDA College is fully aware of the ECTS system, the European Credit Transfer and Accumulation System is a standard for comparing the study attainment and performance of students of [higher education](#) across the [European Union](#) and other collaborating European countries. C.D.A. has already implemented the ECTS system since 2008. For successfully completed studies, ECTS credits are awarded. One academic year corresponds to 60 ECTS-credits that are equivalent to 1500-1800 hours of study in all countries irrespective of standard or qualification type and is used to facilitate transfer and progression throughout the Union. It is a common language for academic recognition, to help students make the most from their study abroad and provides a way of measuring and comparing learning achievements, and transferring them from one institution to another. Additionally, the ECTS will be complemented by the European credit transfer system for vocational education and training (ECVET). ECTS system is fully applied in all the College programmes and additionally the College has prepared ECTS Guide for each programme of study.

EDUCATIONAL SUPPORT SERVICES

Staff

A complete faculty list is shown as Appendix 1 and each of the detailed programme specifications contains the staff members principally associated with it.

In line with its mission, CDA College is committed to its students, faculty and staff and creates an environment that serves their needs and stretches their capabilities. The environment at CDA College is conducive to learning. However, recognising that it should not be limited to that, the environment promotes a personalised atmosphere, a spirit of innovation and increased interactions between students, faculty and staff. In line with that effort CDA College continues to invest heavily in purchases of equipment, tools, aids and technology safeguarding a learning and working environment of the highest standards CDA College employs and strengthens such facilities, resources, and services in order to provide a stimulating environment conducive to personal growth, discovery and learning. The support facilities offered help to the education of the student, while at the same time they facilitate the work of the faculty staff as well. These support facilities are described in more detail in the following sections.

Environment of the Institution

At CDA College we provide an environment conducive to study and learning. Through the many facilities existing and the many services offered we provide to our students an environment that encourages and enhances academic, creative and professional achievement.

College Libraries

There are 4 full time library staff members in Nicosia, Limassol, Larnaca and Pafos.

CDA College consists of four (4) libraries:

the Library of Nicosia

the Library of Limassol

the Library of Larnaca

the library of Pafos

The libraries are open from Monday to Friday.

We offer a wide range of categories and a huge variety of books, magazines, journals and newspapers. Our library collections are organized by internationally approved standards.

CDA College's library aims in the guarantee of the suitable and capable space and in the configuration of environment, which will allow the maximization of attribution of her operations, facilitating the individual and common scientific study and research.

Furthermore, we are interested in the maintenance of modern collection specialized in subjects that interest and cover the needs and activities of the particular Educational Institution, but also a more general collection for the service of administrative personnel of the Institution and other users of the Library. The library is orientated in the growth of services of bibliographic support with the exploitation of facilitations which are provided by the modern information technology. We are working towards the research for the verification of needs of users, as they are shaped through the narrow collaboration with the educational personnel, the students and the administration of the Institution.

The analogy of offered books to the total number of students is quite good. The wide collection of the library's material, such as books, journals and magazines fulfills the academic needs of students who visit the library on a daily basis. The library provides students easy access to a variety of books, periodicals, journals and other reference material, all organized under the Dewey Decimal Classification System. In general, our library aims in the continuous improvement of offered services and it is continually updated with reading material in order to keep up with the latest editions.

Online Databases

Periodicals, Journals and Magazines

Students are able to have on-line access to full-text articles with past and present publication dates: These are:

List Of Databases And Electronic Journals

Herebelow is a list of databases and electronic magazines that CDA College library is a member. Additionally, there also some electronic magazines and databases where our library has access as a member to the library of the University Cyprus and the library of Technological University.

- 1) BERKELEY Electronic press journals (www.bepress.com)
- 2) Directory of Open Access Journals DOAJ (www.doaj.org)
- 3) Emerald journals (www.emeraldinsight.com)
- 4) Oxford journals (<http://services.oxfordjournals.org>)
- 5) Wiley InterScience Collection 1832-2000 (www3.interscience.wiley.com)
- 6) Computerworld-News, Education (www.computerworld.com)
- 7) UNESCO (www.computerworld.com)
- 8) Anglo info (www.angloinfo.com)
- 9) IoIC-The Institute of Internal Communication (www.ioic.org.uk)
- 10) HOTELS Magazine (www.hotelsmag.com)
- 11) Commercial news (www.thinkglobal.us)
- 12) China General Information (www.chinatoday.com)
- 13) National Geographic (www.nationalgeographic.com)
- 14) Europa The official website of the European Union (<http://europa.eu>)
- 15) Elsevier Journal of Business research (www.elsevier.com)
- 16) The Economist (www.economist.com)
- 17) Techxtra: Engineering, mathematics & computing (www.techxtra.ac.uk0)
- 18) Strategic Management Journal
- 19) Harvard Business Review Magazine (<http://hbr.org/magazine>)
- 20) European Library 2.3 (<http://search.theeuropalibrary.org>)
- 21) Σύνδεσμος Ελληνικών Ακαδημαϊκών Βιβλιοθηκών (www.heal-link.gr)
- 22) Συλλογικός Κατάλογος Κυπριακών Βιβλιοθηκών (<http://147.102.210.252/cgi-bin-EL/egwcgi/egwrtcl/targetsUC.egw>)
- 23) Library of Congress Online Catalogs (<http://catalog.loc.gov>)
- 24) British Library Integrated Catalogue (<http://catalogue.bl.uk>)
- 25) Infotrack-Cengage Learning (<http://infotrack.galegroup.com/itweb/cdacollege>)
- 26) Banking information source (<http://library.dialog.com/bluesheets/html>)
- 27) CBCA (www.tug-libraries.on.ca/indexes/descriptions/cbca.html)
- 28) Collection of computer sciences bibliographies (<http://liinwww.ira.uka.de/bibliography>)
- 29) DOAJ: Directory of open access journals (www.doaj.org/)
- 30) EBSCO host online research databases (www.ebscohost.com)
- 31) ERIC Education resources information center (www.eric.ed.gov)
- 32) Facts of International Relations and Security Trends (<http://first.sipri.org>)
- 33) Library, information science and technology abstracts (www.nwcentral.org)
- 34) Market line business information (www.marketlineinfo.com)
- 35) Wolfram Mathworld (www.mathworld.wolfram.com)

- 36) Open J-Gate journals (www.openj-gate.com)
- 37) Source OECD Telecommunications database (<http://titania.sourceoecd.org>)
- 38) Scopus The largest abstract and citation database of peer-reviewed literature and quality web sources (<http://info.scopus.com>)
- 39) The Electronic Journal of Information Systems (www.ejisd.org)
- 40) Sage Journal (www.sagepub.com/journals)
- 41) Literature.org (www.literature.org)
- 42) SearchEdu.com (www.searchedu.com)
- 43) Encyclopedia.com (www.encyclopedia.com)
- 44) Britannica.com (www.britannica.com)
- 45) PubMed (www.ncbi.nlm.nih.gov)
- 46) European Distance and E-learning Network (www.eden-online.org)
- 47) Its-Teachers (www.its-teachers.com)
- 48) Science Direct (www.sciencedirect.com)
- 49) American Mathematical Society Mathscinet (www.ams.org/mathscinet)
- 50) Computer database-Infotrac (<http://find.galegroup.com>)
- 51) Expanded Academic ASAP-Infotrac (<http://find.galegroup.com>)
- 52) Academic OneFile-Infotrac (<http://find.galegroup.com>)
- 53) Hospitality, Tourism and Leisure Collection-Infotrac (<http://find.galegroup.com>)
- 54) Business and Company Resource Center-Infotrac (<http://find.galegroup.com>)
- 55) Health and Wellness Resource Center and Alternative Health Module-Infotrac (<http://find.galegroup.com>)
- 56) General Business File International-Infotrac (<http://find.galegroup.com>)
- 57) Global Issues in Context-Infotrac (<http://find.galegroup.com>)
- 58) GREENR (Global Reference on the Environment, Energy and Natural Resources –Infotrac (<http://find.galegroup.com>)
- 59) Times Literary Supplement Historical Archive-Infotrac (<http://find.galegroup.com>)
- 60) The Economist Historical Archive 1843-2003-Infotrac (<http://find.galegroup.com>)
- 61) Sage Journals (<http://online.sagepub.com>)
- 62) Europeana (www.europeana.eu/portal)
- 63) CyLaw (www.cylaw.org)
- 64) Business Insights (www.bi-interactice.com)
- 65) ACM (Association for Computing Machinery) www.acm.org
- 66) Reference eBooks Engineering Collection Elsevier
(www.elsevier.com/wps/product/cws_home/717022)

Journals In Library:

1. The Economist
2. Bloomberg business week
3. National Geographic
4. Lonely planet
5. Conde Nast Traveller
6. The Sunday Times Travel
7. Pc Advisor
8. Ram
9. Συνθέσεις
10. Interni

Library Staff

Stella Tsitsekkou - Nicosia

Yiolanda Stephanidou - Larnaca

Alexia Charalambous - Limassol - Pafos

Cyprus Library Network

The Cyprus Library Network is an on-line directory for the Cyprus Libraries and the material, which they provide. our Library is a member of CLN along with 17 other libraries.

Cyprus Library Network, as a library directory, provides information about the policies, the hours of service, the services provided by each library, the contact numbers and the holdings of each library member. As a periodical directory, it provides a list of all weekly and monthly publications for each of the members. As the project grows, it will also include the book-collections of the libraries.

This network will be a useful tool for academic and professional researchers who look for specific information for research. Its goal is to make knowledge available to anyone who seeks it.

Computer Centre

Computing Hardware, Software And Other Equipment

Computer labs & Other resources

Our college has invested in providing state of the art technology equipment to it academic staff and students. There is wireless internet for the students, photocopier for print out and network printers in all computer rooms. Last year all computers in all campuses were changed or updated with the latest software.

Computer and Lab Resources in Nicosia

There is a total of 64computers. Central Campus Lab 1: 22, Lab 2: 22, Aeschylou Campus: 20 (LENOVO PC ALL IN ONE, THINKCENTRE M820Z, INTEL i3-8100, 4GB, 128GB SSD, WIFI, 21.5" Full High Definition, 3 Year Warranty)

Software: Windows 10

Microsoft Office 20.

Computer and Lab Resources in Limassol

There is a total of 57 computers. Lab 1: 15, Lab 2: 18, Lab 3: 24

(LENOVO PC ALL IN ONE, THINKCENTRE M820Z, INTEL i3-8100, 4GB, 128GB SSD, WIFI, 21.5" Full High Definition, 3 Year Warranty)

Software: Windows 10

Microsoft Office 20.

Computer and Lab Resources in Larnaca

There is a total of 42 computers. Lab 1: 21, Lab 2: 21

(LENOVO PC ALL IN ONE, THINKCENTRE M820Z, INTEL i3-8100, 4GB, 128GB SSD, WIFI, 21.5" Full High Definition, 3 Year Warranty)

Software: Windows 10
Microsoft Office 20.

Computer and Lab Resources in Pafos

There is a total 20 computers.

(LENOVO PC ALL IN ONE, THINKCENTRE M820Z, INTEL i3-8100, 4GB, 128GB SSD, WIFI, 21.5" Full High Definition, 3 Year Warranty)

Software: Windows 10

Microsoft Office 20.

Other Academic equipment

overhead projectors in all classed connected with a PC. The PCs are all connected to the college network and they have internet access.

Photocopier machines, Colour and Monochrome Printers, faxes and scanners.

Laboratories And Special Accommodation

To support fully the necessary study facilities of the College's work, special accommodation has been fully equipped.

The facilities enable the student of familiarise themselves with instrumentation and equipment, not only to gain experience for work, but also to conduct individual assignments.

Research

CDA College Research Centre Aristotle is an autonomous, non-for-profit research organization based in Cyprus that was established to provide an independent platform for researchers across the island. CDA College aims at excellence in research and is fully committed to developing and promoting research activity. Research both pure and applied, being an essential academic activity is an integral part of CDA College's mission. Research and advancement of knowledge as intellectual activities, are an integral part of our educational environment that fosters innovation and enthusiasm for excellence. Research at CDA College is concentrated in the areas of Humanities and Social Sciences, Pure and Applied Sciences, Marketing, Economics and Management and other emerging global issues.

RESEARCH POLICY AT CDA COLLEGE

- CDA College has established a formal research policy which will enhance the research quality and education standards at CDA College.
- CDA College has established a research department and it will be supervised by the head of the business department.
- CDA has set a research budget of €100.000 per year. This amount may be increased if there is more need for research.
- All the Lecturers should undertake research each year and the research department will keep records for each research output.
- Lecturers will get teaching hours off for the research undertaken.
- An amount paid for a complete research is based on the research length and quality.

- Additionally lecturers will get extra payment if they entered into EU Funding Research Projects.
- Encourage lecturers to participate to seminars and all expenses paid by the college.
- To established collaborations with research centres abroad.
- Research will be calculated on hours spent on Research and get €25 per research hour undertaken.
- Have set formal policy and all the CDA lecturers by department will meet twice per semester so as to organise the future research projects.
- Have agreed that the Lecturers of all CDA campuses to undertake a group research in a different specialization areas.
- Based on the research evidence records of the Research Department of each year, lecturers with research output and publications will get a reward, promotion and remuneration increase.

The Faculty at CDA College aims at publishing papers in International Academic Journals and at submitting and presenting papers at International Conferences. The development of the research skills of the Department's team is not only one of the main goals of the team members but this effort is also financially and ethically supported by the Administration of CDA College. Contacts with other research institutions and organisations for research collaboration and for research support play a vital role in the development of the researchers and of the Research Team as a whole.

Additionally, CDA College strongly support faculty staff to pursue relevant research through financial support, workload credit if they engage in pre-authorized research, seminars and conferences. It is important to provide evidence that all teaching staff members engage in publications in peer-reviewed journals and conference presentations with the full support of the college. The teaching staff will be engaged in publications appropriate to their respective professional areas and it is essential to provide evidence of completed and on-going research activity.

Furthermore, CDA College publishes once a year its annual research journal "The Cyprus Research Facts" it publishes faculty's articles and invites articles from domestic and foreign writers. CDA College also publishes once every semester the College Newspaper "The College Views" inviting articles from students, faculty and others on all areas.

The College has already set a policy with clear research incentives and all faculty staff should be involved and provide evidence of research activity every year. All faculty staff have the full support of the college on the research area.

Academic Freedom

C.D.A. College adheres in principle to the American Association of University Professor's Statement on Academic Freedom and it is its policy to defend academic freedom against any encroachment. The College, as a centre of learning, depends upon the free search for truth and its free exposition. The College has adopted the following statement on academic freedom

Faculty members of C.D.A. College are entitled to full freedom in research and in the publication of the results subject to the adequate performance of their academic duties. However, research for pecuniary return needs to be approved by the General Director.

Faculty members are entitled to freedom in the classroom to discuss their subject, but should not introduce controversial material, which has no relation to the subject. The faculty are members of a scholarly profession and officers of the institution. When they speak or write as citizens, they will be free from institutional censorship of discipline, but their special position in the community imposes special obligations. As learned and humane folks they should remember that the public might judge their profession and their institution by their utterances. Hence, they will at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make effort to indicate that they are not speaking for the institution.

Faculty members who feel that their academic freedom has been infringed may make a written request to the General Director that an investigation is made of their case. The request should set forward in a clear and concise manner the events and circumstances upon which the charge is based. The General Director may refer the question to the Disciplinary Committee.

Authorized Research

Faculty members may receive workload credit if they engage in pre-authorized research. Research must be relevant to the discipline of the instructor, it must be of high quality and publishable, and it must be of reasonable time duration.

Assistance in the College Administration

Faculty members may receive workload credit if they engage in administrative work outside their duties.

The procedure for obtaining workload credit is the following:

1. The faculty member must submit an application for workload credit to the General Director (Academic Affairs & Administration).
2. The General Director will forward the application together with his/her suggestions to the Chairman and
3. The application must be approved by the General Director

Additionally, the College Publishes the “Cyprus Research Facts” our College research journal once a year. The research journal will contribute to the enhancement of the College research, image and prestige. All the CDA faculty staff participate and contribute to the achievement of this great objective. The “Cyprus Research Facts” journal will publishes papers in all areas of Humanities and Social Sciences, Pure and Applied Sciences, Economics, Business, Marketing, Tourism and Management etc.

Furthermore, the College strongly supports faculty research activities, through financial and other means. The College will also take part to the European and International Research programmes and encourages and supports faculty research activities, attend conferences, seminars, through a reduction of teaching load etc. Every year the College keeps a research report (Faculty Research & Development Booklet) requesting evidence from the teaching staff for their research activities, attendance of seminars and training, teachers exchanging programme etc.

The Mission of the Research Team is:

"To enhance theoretical and empirical research, to develop solutions and guide thinking to current and future problems, and create new knowledge taking into consideration leading-edge technology and socio-economical developments globally.»

As a research team we aim for higher achievements both internally as an academic institution, and externally in the public and private sector. Thus, our current and future research projects cover areas that sustain quality of life and performance, and contribute to a better implementation and monitoring of improvements and changes.

The Objectives of The Research Centre Aristotle:

1. to promote, support and conduct academic research with equal opportunities for all members of the academic staff, innovation and critical study that interrelated with the educational mission and the work of the C.D.A College activities.
2. to promote competition and excellence in research activity equal treatment articles and research areas in collaboration with domestic and international organizations, to enhance the expertise of the Research Team of C.D.A College.
3. to promote research identity of C.D.A College and develop partnerships with universities and business promotion centers for wider participation and complicity in the European Research Area and participation in research programs covering issues that contribute to the social, economic and technical developments for the benefit of the society in Cyprus and abroad.
4. to cooperate with other organizations, public and private institutions, professional bodies, academic and research institutions, and society in general, which can be accomplished in many ways and at many levels in order to cultivate friendship and peaceful coexistence with other people, which will be the foundation for progress and development.
5. to develop, transfer or apply innovative practices in organizational level, but also at local, regional and national level and to participate in several EU research action plans in all sectors of education and training.
6. to approach business organizations operating in disciplines and fields which are correlated to C.D.A College on research aspects such as: 1) the intention / ability of student placement 2) to identify the need to provide specialized consulting services and 3) the development of partnerships involving joint research programs.
7. to perform such activities to be supportive, auxiliary or ancillary to the above purposes.

With the increased complexity and demands for a better achievement, both internally as an academic institution and also externally in the Public and Private sector, we aim to carry out research and development projects which will enhance and sustain quality of life and performance, and contribute to a better implementation and monitoring of improvements and changes.

THE RESEARCH COMMITTEE

- The Head of the Research Centre
- The General Director (Academic Affairs & Administration)
- The Nicosia, Limassol, Larnaca and Paphos Precinct Principal
- The Heads of the Departments
- One Member of the Teaching Staff

Duties and Responsibilities:

- It's conducted once per semester
- To carry out academic research in order to support the college's teaching and project activities.
- To carry out pure research in collaboration with domestic and international institutions, in order to enhance expertise of the Research Team of the College.
- To undertake research projects covering issues, that have an impact on the Social, Economical and Technical developments of the Public and Private sectors in Cyprus and abroad; and
- To Provide Independent Research Services to external organizations.
- Committed to developing and promoting research activity.
- Research and advancement of knowledge as intellectual activities, are an integral part of our educational environment that fosters innovation and enthusiasm for excellence.
- All the Lecturers should undertake research each year and the research department will keep records for each research output.
- Lecturers will get teaching hours off for the research undertaken or an amount paid for a completed research is based on the research length and quality.
- Additionally lecturers will get extra payment if they entered into EU Funding Research Projects.
- Encourage lecturers to participate to seminars and all expenses paid by the college.
- To established collaborations with research centres abroad.
- Attendance at local relevant conferences, seminars, lectures, symposia is encouraged and strongly recommended.
- The College encourages and supports its faculty members to gain national and international recognition for excellence in their areas of expertise.

THE FINAL PROJECT (THESIS) COMMITTEE (FPC)

- The Director of the Campus (Chairman)
- The Head of the Department
- The Supervisor of the Project
- One Member of the Teaching Staff

Duties and Responsibilities:

- It comprises of 3 faculty members, the head of the programme, the Thesis Supervisor and another faculty member of the programme.
- They meet once or twice per year to review the final projects
- They assess/evaluate the graduate students' final projects/thesis/work

Faculty Staff Research and Development

The college strongly supports faculty research activities, through financial and other means. The College provides subsidy of existing staff to get PhD. Additionally, here below is a booklet of faculty research and development showing publications in journals.

As already mentioned in the faculty handbook and self-study the College encourages and supports faculty research activities, attend conferences, seminars and reduction of teaching load. Every year the College will keep a research report requesting evidence from the teaching

staff for their research activities. Additionally, the College has already introduced a policy with clear research incentives and credits as specified below:

Research Output and Credits

The college strongly supports faculty research activities, through financial and other means. The College provides subsidy of existing staff to get PhD. Additionally, here below is a booklet of faculty research and development showing publications in journals.

As already mentioned in the faculty handbook and self-study the College encourages and supports faculty research activities, attend conferences, seminars and reduction of teaching load. Every year the College will keep a research report requesting evidence from the teaching staff for their research activities.

The teaching load of each rank for faculty members on a Research track is shown in the table below. Faculty members will be expected to produce a research output worth of at least the number of research credits shown in the table below.

Notes:

1. Any teaching in excess of the total yearly load is considered to be overtime.
2. Faculty members who serve as Department Heads will receive a teaching relief of 6 hours per academic year.
3. In cases where a faculty member is allocated a lesser load than the one specified above then other duties may be assigned such as teaching short courses or undertaking major administrative work.

Additionally, the College has already introduced a policy with clear research incentives and credits as specified below:

Research Output and Credits Table

Research Output		
Group A		Credits
1.	Article published in a high ranked (category A or B) refereed journal listed in a journal Rating Ranking/Quality List	200
2.	Article published in a ranked (category C or D) refereed journal listed in a journal Rating Ranking/Quality List	100
3.	Article published in a unranked refereed journal listed in a journal Rating Ranking/Quality List	60
4.	Article published in the Cyprus Research Facts	40
Group B		
5.	Proposal submitted for funded research	30
6.	Winning a high score after submitting a proposal for funded research	40
7.	Winning a proposal for funded research	100
8.	Carrying out funded research	100
Group C		

9.	Paper published in refereed conference proceedings of a conference taking place abroad	45
10.	Paper published in refereed conference proceedings of a conference taking place locally	30
11.	Abstract published in refereed conference proceedings of a conference taking place abroad	15
12.	Abstract published in refereed conference proceedings of a conference taking place locally	10
Group D		
13.	Article published in popular press (e.g newspaper, magazine)	10
14.	Chapter / Case study published in a book	20
15.	Book published	40-100

Faculty Staff Development

CDA College recognizes that faculty development is to its advantage, as well as to the advantage of its faculty. It is therefore ready to make commitments, financial and otherwise, in support of the objectives of the Faculty Research & Development Plan, which are as follows:

1. Organize special seminars tailored towards the improvement of teaching skills for old/new faculty;
2. Provide material and teaching aids to facilitate better classroom teaching;
3. Encourage faculty to attend appropriate local seminars and workshops.
4. Provide the faculty with the opportunity to continue to stay along with the developments in their area of expertise through actions such as the following:
5. Membership must be recommended by the General Director and approved by the General Director.
6. Attendance at local relevant conferences, seminars, lectures, symposia is encouraged and strongly recommended.
7. Reasonable time off will be provided. The College will subsidize all participation fees for any of the above including any travel, board and lodging expenses. Attendance must be recommended by the General Director and approved by the Chairman.
8. The College will contribute towards relevant expenses. Attendance must be recommended by the General Director and approved by the Chairman.
9. Provide the faculty with the opportunity to improve their academic qualifications through actions such as: Post-graduate degree (MBA) is offered for free in our College to faculty wishing to attend such programs.
10. To provide the faculty with the opportunity to engage in research and contribute to the advancement of knowledge in their areas of expertise through actions such as:
Research contacted by faculty members will be recognized and will be taken into account at the time the teaching load is divided among faculty members. Research proposals must be submitted to the General Director and the Chairman for approval.
11. The College encourages and supports its faculty members to gain national and international recognition for excellence in their areas of expertise.
12. In support of the above, the College will cover all reasonable expenses related to travel and lodging (local and interactional) when the instructor is invited to deliver a paper which

is the result of research done at CDA College.

13. Faculty members engaged in research supported by a research grant will call for fewer teaching hours than their colleagues so that they can devote time to research.
14. The College will make an effort to subscribe to educational material that is relevant to the basic areas of interest of its faculty.
15. The College will support faculty members who become active members of professional organizations and who present lectures of the latest developments in their field of study.
16. The College will continue to establish links with the business community and international educational institutions. In all these activities, and as appropriate, the College will make every effort to promote its faculty members and their capabilities.
17. The College will encourage faculty members exchanges with other local or international educational institutions.
18. CDA College has the official ERASMUS Charter since 2013.

Completed Research Projects and Publications

1. *Services Marketing Strategies: in Search of Competitive Advantage (Nov. 2009 DBA)*
2. The Essential Principles of Achieving Competitive Advantage in the Airline Industry. (December 2003, *Journal of Today*).
3. Analysing the Survival and Success of Cyprus Airways in the new liberalized air industry, *Aeronea of Cyprus Airways Ltd., 2002*.
4. Cyprus Airways and the Business Travel Market (MBA thesis)
5. Marketing Audit, SWOT Analysis, Research and Strategic Marketing Plans for large organisations:
 - Sentinel Aviation - 1997
 - Philips - 1999
 - Acclaim Entertainment
 - Clerical Medical Investment Group - 2000
 - Pirelli General - 2001
 - Malaysian Airlines- 2001
 - Enzymes UK Ltd. (G.M. Products) - 2002
 - Sustainable Marketing – Dec. 2004
6. Renewable Energy in Cyprus., 2005
7. Empowering Small Enterprises in Cyprus, 2006.
8. Wireless Networks in a SOHO Environment
9. Effectiveness of Open Source Systems
10. How to avoid high printing costs.
11. Neologisms in Greek and English Language.
12. Shakespearean sonnets.
13. Richard the third: A tragic hero.
14. The heroes of Kafka and Dostoyevsky
15. International Students and Cultural Shock
16. Teacher Appraisal in Tertiary Education
17. Reasons for College Students' Failure

On Going Research Activity

1. Researching the impact of leading-edge technologies in the business environment.
2. Transition of conventional organizations to e-commerce and virtualization.
3. Globalization Versus Localization Concept
4. Modern Civil wars in Europe.
5. The real cost of biological fuels and their effect upon the cost of other products.
6. The American Elections and its effect on the Global Economy.
7. Dyslexic children in the elementary schools of Cyprus.
8. Hyperactivity and methods to deal with it.
9. The Venetians walls of Cyprus.
10. Classroom strategies
11. Designing a Challenging
12. Syllabus for College Students

"The Cyprus Research Facts" Electronic CDA College Research Journal

"The Cyprus Research Facts" is the CDA College research journal which is published once a year. The research journal contributes to the enhancement of the College research and the faculty development also enhance the College image and prestige. All the CDA faculty staff participate and contribute to the achievement of this great objective. The "Cyprus Research Facts" journal publishes papers in all areas of Humanities and Social Sciences, Pure and Applied Sciences, Economics, Business, Marketing, Tourism and Management etc. To facilitate the whole process, we have already created an e-mail which is: research@cdacollege.ac.cy. Copies of the College research journal are sent to the Cyprus Universities and Colleges and to the College instructors.

Audio-visual Facilities

Furthermore, all classes are equipped with a laptop with Internet access and a projector to facilitate the faculty staff on their teaching providing highest technology and innovative teaching methods to our students. The classrooms are also equipped with the latest lecturing technology, with a mobile interactive board.

Classrooms

Teaching takes place in modern and properly equipped classrooms. All classrooms are equipped with a projector, a projector screen, air conditioning units for cool and warm air, whiteboards and a sufficient number of desks and chairs.

Faculty and Administration Offices

All faculty and administration offices are equipped with a networked workstation, a networked telephone device, an air conditioning unit for cool and warm air, modern desks, chairs and cabinets.

Cafeteria

All campuses have their own cafeteria. In addition, the cafeteria is used by students for recreational activities during their free time. This includes playing various games such as pool, chess, backgammon and other electronic games. The cafeteria is also used by students for many of their social events

Students

The current enrollment totals approximately 874 full time students for all courses. Current student enrolments are included in the programme details. C.D.A. College operates a non-selective admissions policy accepting home and international students (Middle East, Asian Countries e.t.c.).

Student's Welfare Services

Orientation Services

Orientation is an important service administered to all new students upon their arrival at the College. New students are required to attend a series of orientation seminars which, among other objectives, aim at:

- Easing students' way to college life by eliminating all obstacles that might interrupt their educational progress; and
- Making students aware of and experience all on and off-campus opportunities for personal, social, cultural and intellectual development.

During the orientation seminars, students are exposed to a variety of information relating to their studies and the College in general. They learn about the College structure and its operations and become acquainted with its officers and staff. Moreover, students are exposed to and thoroughly briefed on issues such as their rights and responsibilities and on matters such as academic regulations, assessment and grading. A very important part of the orientation for a student is getting to know their advisor. Student advisors help students prepare for their academic year, review all necessary issues needed to fulfill graduation requirements and assist them in setting educational and career goals. Orientation concludes with a tour of all College facilities. Particular attention is given to the College library, where students are introduced to the variety of services it has to offer.

CDA College strives every semester to improve the services it provides to all its students. A significant step forward was the introduction of the Orientation Handbook that was issued for the first time in September 2001 and given to all registered students. The handbook contains information on all aspects of the College, Nicosia and Cyprus in general and also everything a student needs to know to help him/her adapt and feel comfortable in their new environment.

International Student Services

There is an International Office which maintains and provides up-to-date information on Immigration regulations and procedures to all international students.

Accommodation Services

The Office of Student Affairs maintains information on available accommodation and estate agencies. It can, therefore, assist students in finding suitable accommodation.

Employment and Career Services

One of the primary concerns of the Office of Student Affairs is to assist students in clarifying career objectives and identifying employment opportunities. The office maintains a list of job vacancies and organizes seminars on writing a CV, identifying vacancies and attending job interviews. The office arranges interviews in order to help CDA College students in obtaining aid.

Academic and Personal Counseling

The College places importance on student-staff contact outside the classroom. Because of this the College assigns an advisor to each student. A student can contact his/her advisor for assistance on academic and personal matters. Student advisors assist students to identify their career interests and skills. Students who are unaware of their educational goals, or who are in need of general academic advice, can turn to their advisor for constructive help. Every semester/session student advisors help students select appropriate courses and plan their class schedules.

The College experience creates many opportunities for challenges and growth. At times, students may have some difficulty coping with these changes and feel stressed, lonely, depressed or overwhelmed. Such difficulties may vary, both in nature and degree, but whatever their source it is likely that they will undermine a student's ability to study or manage life effectively. Student advisors provide sympathetic support and informed advice, helping students to develop independence, discover their own resources and find their way through their difficulties.

International Student Associations

There are numerous student associations representing the different ethnic groups of the College. Presently we have the Indian Students' Association, the Pakistani Students' Association, the Bangladeshi Students' Association and the Chinese Student Association. Through these Associations, International Students have the opportunity to promote their history, customs and culture through the various activities they organize.

Alumni Association

All CDA College graduates automatically become members of the CDA College Alumni Association (C.D.A.AL.A.). The aim of the Alumni Association is to maintain contact with the College graduates by inviting them to attend College activities and by communicating to them the College's news. The association is designed so that it may receive information from graduates concerning their employment and career development.

Student's Rights and Responsibilities

Student's rights and responsibilities are published in the College prospectus and are brought to the attention of students prior to their registration. These are as follows:

Student's Rights

Students at CDA College have the right to:

- Be treated with respect regardless of race, gender, age, religion, national origin, disability or sexual orientation.
- Set up their own union which the College is obliged to recognize.
- Be represented on several College Committees such as the College Council, the Academic Committee, the Administration Committee and the Disciplinary Committee.
- Speak and act freely, provided they do so within College regulations.
- Appeal against grades.
- Evaluate College faculty.
- Expect assistance from College

Student's Responsibilities

Students at CDA College have the responsibility to:

Behave with academic and personal integrity.

- Know College rules and regulations and fulfill all their required obligations to the College.
- Know the particular requirements of their program of study.
- Meet periodically with their advisor.

Maintain high standards of academic honesty

Confidentiality of Student's Records

The contents of student records are not revealed unless a student gives his/her written consent. Exceptions to this rule are made when a student's record is requested by:

- Appropriate faculty and administrative officers of CDA College.
- Potential employers or academic institutions to which the student intends to transfer.
- Authorized representatives of the legitimate government agencies in Cyprus.
- A student's parent, legal guardian or financial sponsor.

Financial Aid

All types of financial aid offered by CDA College are explained below

Academic Merit Scholarships

Academic Performance at CDA College

Scholarships are offered to students who demonstrate exceptional academic achievement while at CDA College. The scholarships are in the form of a tuition fee discount for one academic semester, the amount of which varies.

Eligible for a scholarship is a student who:

- Has already completed two regular semesters at CDA College.
- Has completed a minimum of 30 credit hours at CDA College.

On Campus Work Programs

A limited number of part-time, on campus jobs are available to students. Students are compensated in the form of tuition reduction or wages.

"College Views" The Students' Newspaper

"College Views" is the CDA College newspaper. The newspaper contains information on recent events that happened in the college, information on future events, new facilities available to students and articles on various issues. The articles are written by students, College administration and faculty staff.

Students use the "College Views" as a means of expressing their ideas and opinions on a variety of issues. The newspaper also offers a unique opportunity to students from all nationalities to work together in an atmosphere of fellowship. Copies of the newspaper are distributed through the Office of Student Affairs, the Students' Union and Library.

5. CDA COLLEGE ORGANISATION AND ADMINISTRATION

MANAGEMENT

THE BOARD OF GOVERNORS:

The Chairman: Christoforou Athanasios
Member: Christoforou Goudi Chrysa
Member: Dr. Pavlos Panayi

Secretary to the Board: Charalambous Irene

SENIOR PERSONNEL

The Chairman	Christoforou Athanasios
The General Director (Administration)	Dr. Pavlos Panayi
The Assistant Director (Admissions)	Christoforou Goudi Chrysa
The Finance Director	Maria Ioannou
The Registrar	Charalambous Irene
Director Nicosia	Katerina Kyriakidou
Director Limassol	Antigoni Michael
Director Larnaca	Dr. Pavlos Panayi
Director Pafos	Karolina Kyprianou
Director of International Affairs	Athena Koliandri
Librarian Nicosia - Larnaca	Stella Tsitsekkou
Librarian Larnaca	Yiolanda Stephanidou
Librarian Limassol - Pafos	Alexia Charalambous
The Technical Manager	Tryfonos Alexis

THE HEAD OF THE DEPARTMENTS

SECRETARIAL STUDIES – EXECUTIVE AND HIGHER DIPLOMA OFFICE ADMINISTRATION

Evanthia Papachristoforou - Nicosia
Katerina Ioannou – Larnaca
Chrysi Michaelidou - Limassol
Dr. Georgios Mbosmalis - Pafos

MBA and BA BUSINESS ADMINISTRATION

Dr. Nicos Rodosthenous - Nicosia
Dr. Iosif Kafkalas - Limassol
Dr. Amvrosios Prodromou - Pafos

B.A POLICE MANAGEMENT

Christina Agathangelou - Limassol - Nicosia

BA TRAVEL AND TOURISM MANAGEMENT

Dr. Nicos Rodosthenous - Larnaca
Dr. Marilia Kountouridou - Limassol - Pafos

TRAVEL AND TOURISM ADMINISTRATION

Soteroulla Christodoulou - Larnaca
Antonis Antoniou - Limassol

INFORMATION AND COMMUNICATION TECHNOLOGY

Dr. Pavlos Panayi – Nicosia
Olga Pelekanou - Limassol

MSc STRESS MANAGEMENT AND WELLNESS IN HEALTH PROMOTION

AESTHETICS

Pattichi Andrie - Larnaca
Xanthopoulou Fani - Limassol
Chara Panagiotou - Nicosia
Antri Ioannou - Pafos

HAIRDRESSING

Georgia Stylianou – Nicosia
Anthia Pisiara - Limassol
Irene Tziortzi - Larnaca
Evangelia Neophytou - Pafos

FUNERAL SERVICES

Dr. Georgios Mbosmalis - Pafos

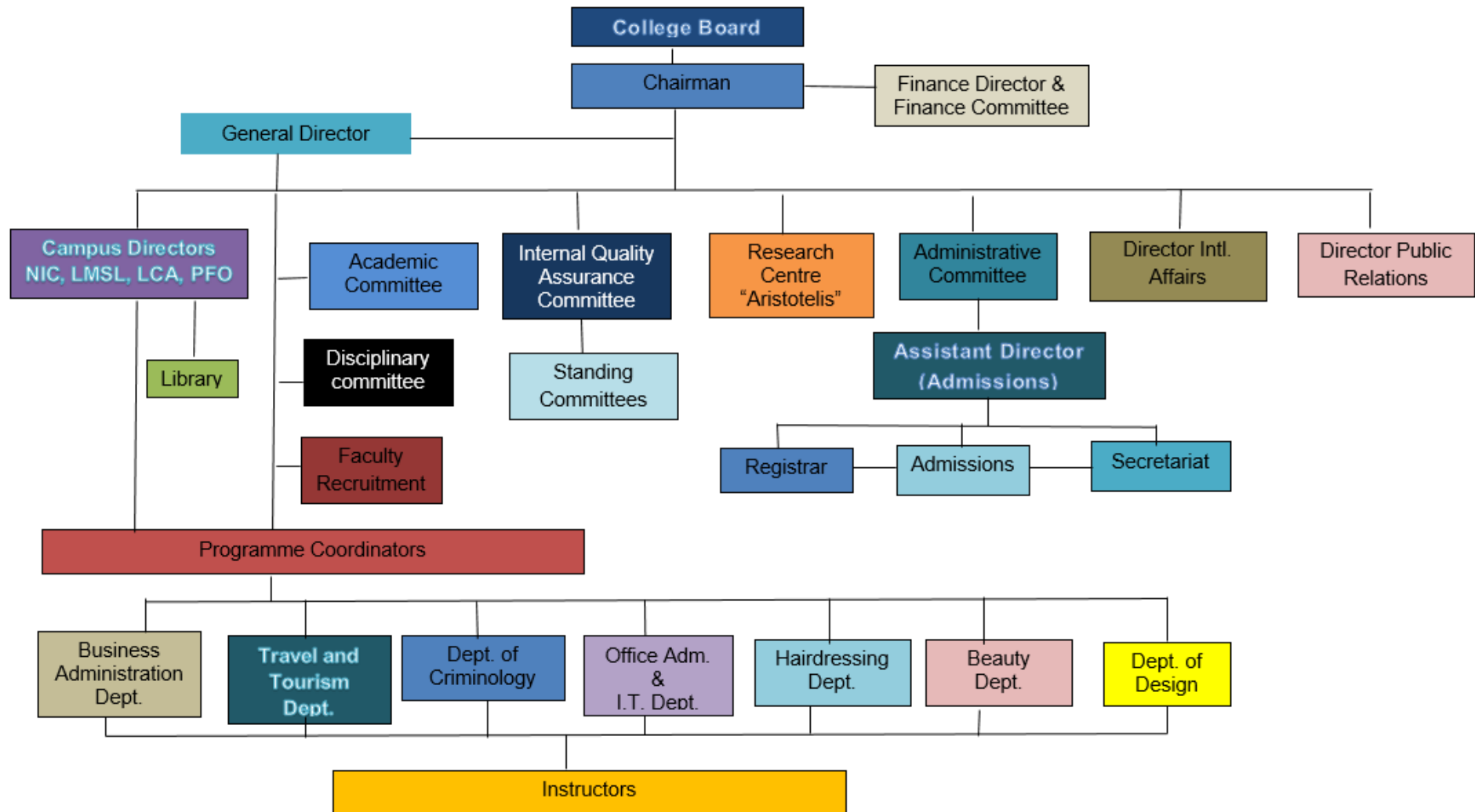
HEALTH CARE SUPPORT PROVIDER

Kontastinos Michael – Dr. Anestis Vasiliou - Nicosia

MAKE UP & NAIL ARTIST

Chara Panayiotou – Nicosia
Irene Tzortzi – Larnaca
Fani Xanthopoulou – Limassol
Evangelia Neophytou – Pafos

C.D.A. COLLEGE ORGANIZATIONAL STRUCTURE



THE MANAGEMENT AND COMMITTEES

THE BOARD OF GOVERNORS

The membership of the Board shall be as decided by the founder from time to time. It consists of the Chairman and three members.

Duties and Responsibilities

- To decide the policy to be pursued by the College.
- To appoint the Director.
- To appoint the Finance Director.
- To establish and dissolve such other Committees or Councils, and their constitution as the Board deems necessary to fulfil the objectives of the College or the requirements of statute.
- To secure the financial resources to support the goals and policies of the College.
- To receive and act upon, as necessary, reports of the Academic, Administrative, Disciplinary and Finance Committees.
- The Board shall meet not less than twice per academic year.

THE CHAIRMAN

The Director, appointed by and responsible to the Board of Governors, shall be responsible for:

- The proper management, administration and academic conduct of the College.
- The development of the College.
- The staff development.
- The academic progress and conduct of the student body.
- The publication of appropriate documentation as required by statute or ordinance.

THE GENERAL DIRECTOR (Executive Officer- Administration)

- Will be directly responsible to the Chairman and shall assist him in the administration of the College.
- He will chair those committees assigned to him from time to time, and shall undertake such other duties and responsibilities as assigned to him.

DUTIES AND RESPONSIBILITIES

- Shall be appointed by and shall be responsible to the General Director
- Organization, manage and supervision of All the College Programmes of Studies in Nicosia, Limassol, Larnaca and Pafos
- Preparation/update Course Syllabi and ECTS for MBA, BA,
- Supervise/review the standard of the Final Exams, of all the programmes.
- Member of the Committee to recruit new professors for all the programmes of studies Management/Coordination and Provide guidelines to all instructors
- Observation/Evaluation of all MBA, BA, and Office Administration professors in all towns
- Update MBA, BA, Self-Study Report
- Responsible for the edition and publication of the College Research Journal “the Cyprus Facts”
- Director of the Students newspaper “the College Views” edition and publication
- Preparation of the material necessary for the Accreditation of MBA, and BA programmes.

- Meetings with the Ministry technical committee for programmes registration approval in all towns.
- Organizing, supervising and participating in all the Accreditations.
- Act as Internal Examiner of all the programmes at CDA College

THE ASSISTANT DIRECTOR FOR ADMISSIONS

Shall be appointed by and shall be responsible to the General Director for the student's Admissions procedures, including:

- the evaluation of students-entry qualifications
- the operation of the admissions process
- students transfers
- public relations

THE FINANCE DIRECTOR

- Shall be appointed by the Board of Governors and
- Shall consult with the Director in the financial management of the College.

THE REGISTRAR

Shall be appointed by and shall be responsible to the General Director for student's affairs, including:

- student transfers
- student records
- student counselling service and student affairs

Shall chair those committees assigned to her from time to time, and shall undertake such other duties and responsibilities as instructed.

THE NICOSIA LIMASSOL, LARNACA AND PAFOS PRECINCT PRINCIPALS

- The Principals shall be full time members of the Faculty,
- appointed by the General Director and responsible to him the academic and administrative operation of the Precinct.
- They will perform any other duties assigned to them.

THE INTERNATIONAL AFFAIRS DIRECTOR

- He / she is a full time staff
- Deals with International affairs
- Runs the International Student office

THE LIBRARIAN

- Shall be appointed by and be responsible to the General Director for the operational efficiency of the library and other learning resources e.g. teaching aids.
- Shall chair those committees assigned to his/her from time to time, and
- shall undertake such other duties and responsibilities as instructed.

THE TECHNICAL MANAGER

Shall be appointed by the Director and be responsible to him for the efficient maintenance and operation of the technical service necessary to support the day running of the College and the teaching processes.

THE HEAD OF DEPARTMENT (Course Coordinator)

- Shall be a full time staff member
- A Department shall be managed by a Head of Department who shall be appointed by the General Director be responsible to him for the efficient management of the Department.
- ensuring that the operational details of the College's course are known to the appropriate personnel, and that the requirements of particular courses are efficiently integrated into the College's affairs.
- He will also be expected to provide academic leadership for the members of faculty in the Department and shall be responsible for the maintenance of academic standards.
- The Head of the Department will also consider such other College's committees as Appropriate and will be involved in the admission process,
- Shall consider the efficient operation of that programme of study
- produce annually for submission to the Academic Program Committee, an evaluation of the course, with particular reference to the assessment process
- consider such other matters are referred to it by the Academic Program Committee.
- produce, annually to the Director an evaluation of the past year operation of the programme.
- consider such other matters as are referred to him by the Director.

THE FINANCE COMMITTEE

The Finance Committee shall operate under the Chairmanship of the Financial Director.

The membership of the Committee shall be as decided by the Board at Governors, but as all times shall include:

- The Finance Director (Chairman)
- The Chairman of the College
- A member of the Governors

DUTIES AND RESPONSIBILITIES:

The Committee shall be responsible to the Board of Governors for:

- the financial stability of the College
- the preparation of an annual budget and its subsequent control
- the financial support necessary for the proper operation of the programmes of study
- the operation of the accounting system within the College and its annual audit
- the terms of contracts and conditions of employment of staff the remuneration and other benefits of the staff.

THE ACADEMIC COMMITTEE

The membership of the Committee shall be as decided by the Board of Governors. Members:

- The General Director
- The Assistant Director (Admissions)
- The Finance Director
- The Nicosia, Limassol, Larnaca and Paphos Precinct Principal
- The Director of International Affairs
- The Heads of the Departments
- Two members of the faculty
- One member of the Administrative Staff
- The Librarian
- One member of the Students Union.

DUTIES AND RESPONSIBILITIES:

- To make recommendations to the Board of Governors for the board academic policy to be pursued by the College.
- To receive reports from its standing Subcommittees and to make recommendations thereon.
- To receive reports from the Assessment Board to note.
- To receive qualitative reports upon the operation, of the academic and professional programmes offered by the College, and to make recommendations thereon.
- To receive and consider reports upon the academic progress of the student body.
- Assessing existing and developing new programs of study.
- Setting up and continuously monitoring academic standards.
- Setting up and supervising the implementation of admission requirements.
- Reviewing regularly the college admission requirements.
- Developing, assessing and modifying methods of teaching.
- Setting up examination procedures and regulations.
- Upgrading methods of student assessment.
- Establishing the graduation requirements for all degrees and diplomas.
- Modifying, reviewing, developing and assessing programs of study.
- Establishing criteria for scholarships and awards.
- Allocating academic responsibilities to members of the faculty.
- Dealing with all matters affecting educational policy and
- Recommending the recruitment of new faculty members.
- The Committee shall normally meet not less than two times per academic year.

The Committee may refer such matters to its Standing Committee as are consistent with its, and their responsibilities, and as decided by the Director.

THE ADMINISTRATIVE COMMITTEE

The membership of the Committee shall be as decided by the Board of Governors. Members:

- The Chairman
- The General Director (Administration)
- The Assistant Director (Admissions)
- The International Affairs Director
- The Finance Director
- The Nicosia, Limassol, Larnaca and Paphos Precinct Principal
- The Registrar
- The Librarian
- The Technical Manager
- The Heads of the Departments
- Two members of the faculty
- Two members of the Administrative Staff
- Two members of the Students Union

DUTIES AND RESPONSIBILITIES:

- To make recommendations to the Board of Governors for the broad administrative policy to be carried out by the College.
- To receive reports from its standing Subcommittees and to make recommendations thereon.

- To receive qualitative reports upon the operation, of the academic and professional
- To receive and consider reports upon the conduct in general of the student body.
- The Committee shall normally meet not less than three times per academic year.

THE DISCIPLINARY COMMITTEE

The membership of the Committee shall be as decided by the Board of Governors. Members

- General Director (Administration) – Chairman
- The Nicosia, Limassol, Larnaca and Paphos Precinct Principal
- The Assistant Director (Admissions)
- Three Heads of Department
- Four faculty members
- Two members of the Student Union

DUTIES AND RESPONSIBILITIES:

The Committee shall report, and make recommendations, to the Director on

- student affairs in conflict with the Code of Student Conduct
- any breach of the Assessment Regulations.

How the Academic, Administrative and Disciplinary committees function

The Committees meet regularly, at least 4 times a year, after invitation of their Chairman. The invitation of the members of the Committee and the subjects of the daily agenda in the regular meeting are made known in writing, at least one week prior to the meeting day of the Committee.

The Committees are in quorum when at least half of its members plus one are present. The decisions of the Committees are taken by a simple majority of the present members. If there is a tie vote then the decision of the Chairman of the Committee is taken into consideration. The decisions of each Committee are taken down in the special minutes book by the Chairman and the secretary. A member of the Teaching Staff acts as the secretary of the Committee, after being elected by the Chairman during the first meeting of the Committee. The Chairman is responsible of keeping the minutes.

Because of the small size of the College, the Academic and the Administrative Committee are the same for the place of business as well as for its branches. However, there are four different Disciplinary Committees – one for the place of business in Nicosia, one for the Limassol branch and one for the Larnaca branch and one for the Pafos branch.

THE PROFESSIONAL PROGRAMMES STANDING COMMITTEE

- The Head of Department – Chairman
- The Course Co-ordinator
- The members of staff substantially involved on the programme
- One member of Student's Union

DUTIES AND RESPONSIBILITIES:

To report and make recommendations to the Academic Committee on:

- the establishment and maintenance of academic quality within the College educational programmes

- the development of the existing professional and the introduction of new programmes of study
- considering and making recommendations upon, the assessment policy to be conducted within the College.
- Assessing existing and developing new professional programs of study.
- Setting up and continuously monitoring academic/professional standards.

THE STAFF DEVELOPMENT STANDING COMMITTEE

- The General Director
- The International Affairs Director
- The Registrar
- The Nicosia, Limassol, Larnaca and Paphos Precinct Principal
- The Head of Departments
- Two faculty members
- One member of the Student's Union

DUTIES AND RESPONSIBILITIES:

To report and make recommendations to the Academic Committee on:

- the sufficiency of the staff necessary to support the programmes of study in order to achieve the stated aims of the College
- satisfactory procedures for the selection, appointment personal and professional development and personal evaluation of staff
- the operation and effectiveness of the staff self-evaluation plans and any action that should flow from it
- the policy for the appointment of part time members of staff
- the sufficiency of the staff necessary to support the administration and operational efficiency of the College as a whole.

THE RESOURCES STANDING COMMITTEE

- The General Director (Academic Affairs & Administration)
- The Technical manager
- The Nicosia, Limassol, Larnaca and Paphos Precinct Principal
- The Librarian
- Two Heads of Department
- One member of Student's Union

DUTIES AND RESPONSIBILITIES:

To report and make recommendations to the Administrative Committee on:

- the condition and maintenance of its building stock and any alterations necessary to improve and support the teaching activity
- the sufficiency and suitability of the equipment necessary for the implementation of the programmes of study
- the sufficiency and suitability of the accommodation necessary for the location of the programmes of study
- the smooth running of the operations of the College

THE LIBRARY STANDING COMMITTEE

- The Librarian (Chairman)
- Two Heads of the Departments
- Two members of the Student's Union.

DUTIES AND RESPONSIBILITIES:

To report and make recommendations to the Administrative Committee on:

- the literary stock necessary to support the professional needs of the programmes of study
- the personnel required to support the efficient operation of the library
- the teaching and learning equipment necessary to support the programme of study
- the mode of the library as a learning resource.

THE STUDENT AFFAIRS STANDING COMMITTEE

- The Registrar
- The Assistant Director for Admissions
- Assistant to the General Director
- Three Heads of Department
- Two members of the Administration Staff
- Two members of the Student's Union

DUTIES AND RESPONSIBILITIES:

To report and make recommendations to the Academic Committee on:

- the preparation of the Student Handbook
- policies to be pursued to raise the quality of student life and enhance staff/student relationship
- the implementation and review of the Code of Student Conduct.

THE PROGRAMME QUALITY COMMITTEE (PQC)

- The General Director (Academic Affairs & Administration)
- The Nicosia, Limassol, Larnaca and Paphos Precinct Principal
- The Director of International Affairs
- The Heads of the Departments
- Two Members of the Teaching Staff
- The Head of the Administration
- One Representative of the Student's Union

DUTIES AND RESPONSIBILITIES:

- Among the duties of this committee are to review, evaluate and recommend changes to the general curriculum structure:
- existing and new programmes of studies
- other educational policy issues

- consider and approve minor changes to programmes requirements regarding curriculum and assessment as well as to approve new modules within existing programmes;
- set guidelines and procedures pertaining to the administration of programmes, examinations;
- approve results of the students and award degrees to students who meet the degree requirements in accordance with the Regulations.
- establish guidelines and procedures pertaining to the administration of programmes and graduate student matters;
- approve examination results of graduate students and awarding degrees/graduate diplomas to students who meet the degree requirements in accordance with the Regulations;
- approve the award of Medals/Prizes to graduate students; and
- approve the allocation of the Research Scholarship budget
- review and evaluate other educational policy issues including admissions and advance placement criteria, calendar, issuance of degrees, and rationalisation of teaching across departments.

THE TEACHING QUALITY COMMITTEE (TQC)

- The General Director (Academic Affairs & Administration)
- The Limassol, Larnaca and Paphos Precinct Principal
- The Heads of the Departments
- Two Members of the Teaching Staff
- The Head of the Administration
- One Representative of the Student's Union

DUTIES AND RESPONSIBILITIES:

- this committee reviews, evaluates and recommends changes on the teaching methods of each programme
- they receive relevant information from the Faculty Classroom Observation which is conducted by the Director of the Campus and the Coordinator of the Programme,
- evaluates the staff teaching behavior and methods.
- It's conducted once per semester
- During the class observation lecturers are evaluated on a large number of educational issues towards reviewing and enhancing of the teaching quality of the programme.

The Members of the Internal Quality Assurance of CDA College:

- Dr Pavlos Panayi, PhD Data Communications, MBA Business Adm., BSc Computer Science, Head of ICT, Professor. General Director, (Academic Affairs and Administration).
- Dr Andreas Tofaris, PhD Atmospheric Science/Physics, MSc Oil and Gas Engineering, MBA (CDA College), BSc Physics, Head of Research Centre, Professor.

- Mr. Efstathios Michael, MSc Electr. & Electronic Eng., BSc (Hons) Electr. & Electronic Eng. PCL, London, UK. MPSM, CIIM, General Director CDA College Pafos.
- Mrs. Athina Koliandri, MBA (CDA College), MSc. Educational Management, BSc. Hotel Restaurant & Institutional Management, IATA/UFTAA Diploma, Many years of experience in all the Accreditations, Director of International Affairs.
- Mrs. Katerina Kyriakidou, MBA (CDA College), MA Applied Translation Studies, BA English Literature, Postgraduate Diploma Bilingual Translation, Many years of experience in all the Accreditations, Director CDA College Nicosia.
- 1 Students' Representative and
- For Masters programmes (1 bachelor and 1 master student's representatives).

DUTIES AND RESPONSIBILITIES:

- It controls the general direction of instruction, research, and examination, and awards degrees, diplomas and certificates as well as receive reports from all standing and special committees. For the time being, It undertakes the following:
- approves the organisation of faculties, institutions, and other academic units;
- plans, develops and reviews academic programmes;
- regulates the admission of persons to programmes of study and their attendance at such programmes and examinations;
- appoints and instructs examiners and Boards of Examiners, and oversees examinations;
- awards degrees, diplomas, certificates, and other marks of distinction;
- awards, scholarships, , prizes, and medals;

The outcomes are regularly monitored and evaluated through:

- External Examiner Comments
- Student Complaint Form
- The College will also introduce the Surveys and Opinion Polls by current students and Alumni Opinion Polls.
- Students' Faculty Evaluation Results
- Faculty Classroom Observation Results
- Faculty Other Academic Matters Results
- Faculty Overall Evaluation Results
- Internal Examiner's Comments

THE FINAL PROJECT (THESIS) COMMITTEE (FPC)

- The Director of the Campus (Chairman)
- The Head of the Department
- The Supervisor of the Project
- One Member of the Teaching Staff

DUTIES AND RESPONSIBILITIES:

- It comprises of 3 faculty members, the head of the programme, the Thesis Supervisor and another faculty member of the programme.
- They meet once or twice per year to review the final projects
- They assess/evaluate the graduate students' final projects/thesis/work

THE STUDENTS' TRANSFER COMMITTEE (STC)

- The General Director
- The Assistant Director (Admissions)
- The Assistant to the General Director
- The Head of the Department
- The Head of the Administration
- One member of the faculty staff

DUTIES AND RESPONSIBILITIES:

- It comprises of 3 faculty members, the head of the programme, the Thesis Supervisor and another faculty member of the programme.
- They meet once or twice per year to review
- They compare and assess the transfer students' certificates, diplomas and detail transcript with the relevant programme of studies.

THE RESEARCH COMMITTEE

- The Head of the Research Department
- The General Director (Academic Affairs & Administration)
- The Nicosia, Limassol, Larnaca and Paphos Precinct Principal
- The Heads of the Departments
- Three Members of the Teaching Staff

DUTIES AND RESPONSIBILITIES:

- It's conducted once per semester
- To carry out academic research in order to support the college's teaching and project activities.
- To carry out pure research in collaboration with domestic and international institutions, in order to enhance expertise of the Research Team of the College.
- To undertake research projects covering issues, that have an impact on the Social, Economical and Technical developments of the Public and Private sectors in Cyprus and abroad; and
- To Provide Independent Research Services to external organizations.
- Committed to developing and promoting research activity.
- Research and advancement of knowledge as intellectual activities, are an integral part of our educational environment that fosters innovation and enthusiasm for excellence.
- All the Lecturers should undertake research each year and the research department will keep records for each research output.
- Lecturers will get teaching hours off for the research undertaken or an amount paid for a completed research is based on the research length and quality.
- Additionally lecturers will get extra payment if they entered into EU Funding Research Projects.
- Encourage lecturers to participate to seminars and all expenses paid by the college.

- To established collaborations with research centres abroad.
- Attendance at local relevant conferences, seminars, lectures, symposia is encouraged and strongly recommended.

The College encourages and supports its faculty members to gain national and international recognition

6. BUILDINGS

The main location of the College is in Nicosia in the centre of the town. The building consists of all facilities e.g. classrooms, special rooms, administrative and recreational accommodation. The College covers 2 storeys of about 1000m². Also a new building is acquired in the centre of the old town of another 1000m². Three precinct are operating in Limassol, Larnaca and Pafos. The activities of the precincts are self contained and self supportive in modern buildings. In Limassol the building occupies about 2500m². In Larnaca the building occupies 2 storeys of 1250m² about. In Pafos the building occupies 2 storeys of 700m² about.

7. APPENDICES

1	Faculty Staff Duties and Responsibilities
2	The Programmes of Study of the College
3	Programmes of study and their Course Supervisors
4	Sample of Course syllabus
5	Sample Course Outline
6	Course Outline Guidelines
7	Classroom Observation Form
8	Other Academic Matters
9	Academic Progress
10	Student Faculty Evaluation Form
11	Faculty Self-evaluation Form
12	Faculty Portofolio

APPENDIX 1

CDA College

Head of the Dept and Faculty Staff Duties and Responsibilities

The purpose of this document is to make explicit the duties and responsibilities of CDA College's faculty staff. All faculty members are required to familiarize themselves with the policies, regulations and procedures of the college in the Faculty Handbook.

The College Programmes of Studies:

1. **Business Administration** (1.5 Years or 2 years, Master)
2. **Stress Management and Wellness in Health Promotion** (1.5 Years or 2 years, Master)
3. **Business Administration** (4 Years, Bachelor of Arts)
4. **Travel and Tourism Management** (4 Years, Bachelor of Arts)
5. **Police Management**, (4 Years, Bachelor of Arts)
6. **Aesthetics**, (4 Years, Bachelor)
7. **Office Administration** (3 Years, Higher Diploma)
8. **Hairdressing**, (3 Years, Higher Diploma)
9. **Travel and Tourism Administration** (2 Years, Diploma)
10. **Information and Communication Technology** (2 Years, Diploma)
11. **Executive Secretarial Studies** (2 Years, Diploma)
12. **Funeral Services** (2 Years, Diploma) **SUSPENDED**
13. **Secretarial Studies** (1 Year, Certificate)
14. **Health Care Support Provider** (1 Year, Certificate)
15. **Make up & Nail Artist** (1 year, Certificate)

Main Duties and Responsibilities of a Head of Department:

1. Coordinate the smooth implementation of the Faculty Duties & Responsibilities
2. Apply ECTS credit system & ECTS Course Syllabus
3. Preparation of Course Outline
4. Faculty Staff Evaluation:
 - Classroom Observation
 - Other Academic Issues e.g. Final Exam papers, course outline, etc
 - Students' Faculty Evaluation
5. Faculty Staff Self Evaluation & Suggestions Form
6. Students Evaluation/Assessment:
 - Course work: (assignment, practical, mid-term exam, participation etc.)
 - Final Exam
7. Faculty Portfolios
8. Encourage Students to send articles to the College Newspaper "The CDA College Views"
9. Encourage faculty staff to write an article a short research on a subject of his/her expertise and send it to the College Research Journal

Faculty Main Duties and Responsibilities:

Faculty members at C.D.A. College have the responsibility to:

1. To prepare and carry out lectures on the course assigned
2. Prepare and correct final examination papers

3. Act as invigilators during the final examinations
4. Attend College meetings
5. Prepare at least one research/article in their relevant area of expertise and try to publish it in a foreign journal/magazine and provide evidence of research activity at the end of each year.
6. Prepare/Suggest and amend the course syllabus after the instructions given by the head of the dept.
7. Prepare/Suggest and amend the course outline
8. Each professor is responsible for his/her course
9. Monitoring, reviewing, evaluation and enhancement of standards.
10. Place at the College Library the 3-4 best assignments of your students' of each semester.
11. Place the education and welfare of students as their primary concern
12. Maintaining courteous professional relationships with students, staff members and others
13. Support and enforce management policies and administrative regulations with regards to students
14. Participate actively and constructively in the life of the College community
15. Treat students with courtesy and consideration
16. Care and protect College property
17. Assist the Head of the Department's duties of academic coordination and development
18. Be prompt for class sessions and teach the material set in the course outline
19. Offer students academic advice and professional guidance
20. Keep up with the developments in their areas of expertise
21. Assessment of students in a fair and consistent manner.
22. Directing any criticism of other staff members or of any department of the College toward the improvement of the College. Such constructive criticism is to be made directly to the Asst. Director of the College.
23. To assist the Head of the Dept. and the College activities such as meetings contributed to the improvement of the college's programmes, suggestions on syllabuses and outlines, comments on new books, improvement of teaching and development of the educational standard of the College as a whole.
24. Directing any criticism of other staff members or of any department of the College toward the improvement of the College. Such constructive criticism is to be made directly to the particular college administrator who has the administrative authority to improve the situation.

Teaching

Faculty members are responsible of the courses assigned to them. Faculty members should teach the material set in the course syllabus of a given course. Such material should be up to date as much as possible, sufficient to achieve the objectives of that course and be taught in an understandable way.

Full-time and Part-time Staff

All faculty members (full-time and part-time staff) employed by C.D.A. College have the same level of academic qualifications as faculty members and the same duties and responsibilities, except the full-time faculty members will also be engaged in other academic administrative matters.

Teaching staff, further to their teaching duties, they are also involved in the development policies of the College. Through the meetings conducted twice a semester with all the teaching staff, among academic and student issues we also discuss ways of improving the college

policies, faculty development, improvement of facilities with our major objective to provide a high standard of education to our students.

- a) Visitors or part-time staff on the teaching staff of the programme. Once every semester each faculty member should invite a visitor/guest professor from other college to come and make a lecture on the relevant course. The college has already collaborations with American College, CTL College, and Frederick University.
- b) The College in order to enhance its academic activities and faculty development techniques, each professor should visit once a semester a class in another programme of the college or in another college so as to evaluate and collaborate with other teaching staff and be involved with other teaching methods used.

Faculty Compensation

All faculty members are compensated according to their academic qualifications, professional work experience and research output. All faculty members are paid per hour worked, during lectures, final examination invigilation and when it is requested by the College to attend an Accreditation meeting.

Research

CDA College strongly supports faculty staff to pursue relevant research through financial support, workload credit if they engage in pre-authorized research, seminars and conferences. It is important to provide evidence that all teaching staff members engage in publications in peer-reviewed journals and conference presentations with the full support of the college. The faculty staff should be engaged in publication of at least one research article every year in a journal/magazine abroad, in their relevant area of expertise and provide evidence of research activity at the end of the year.

Articles/research papers by the Faculty staff

Additionally, to enhance the research standards of the College, all faculty staff should prepare and deliver to the College an article or a research paper once a year so as to be print in the College Journal. Furthermore, all lecturers are encouraged to achieve publication of their articles in a foreign business journal or magazine.

College Web Site

In order to provide all help to our students and keep high educational standards, all CDA College faculty staff should upload their lecture notes/slides/exercises/case studies/exam answers etc on the College web site under the Courses Notes. Each lecturer is responsible to keep his/her courses on the web site fully updated.

APPENDIX 2

The College Programmes of Studies:

- **Business Administration** (1.5 Years or 2 years, Master)
- **Stress Management and Wellness in Health Promotion** (1.5 Years or 2 years, Master)
- **Business Administration** (4 Years, Bachelor of Arts)
- **Travel and Tourism Management** (4 Years, Bachelor of Arts)
- **Police Management**, (4 Years, Bachelor of Arts)
- **Aesthetics**, (4 Years, Bachelor)
- **Office Administration** (3 Years, Higher Diploma)
- **Hairdressing**, (3 Years, Higher Diploma)
- **Travel and Tourism Administration** (2 Years, Diploma)
- **Information and Communication Technology** (2 Years, Diploma)
- **Executive Secretarial Studies** (2 Years, Diploma)
- **Funeral Services** (2 Years, Diploma)
- **Secretarial Studies** (1 Year, Certificate)
- **Health Care Support Provider** (1 Year, Certificate)
- **Make up & Nail Artist** (1 year, Certificate)

APPENDIX 3

THE HEAD OF THE DEPARTMENTS

SECRETARIAL STUDIES – EXECUTIVE AND HIGHER DIPLOMA OFFICE ADMINISTRATION

Evanthia Papachristoforou - Nicosia
Katerina Ioannou – Larnaca
Chrysi Michaelidou - Limassol
Dr. Georgios Mbosmalis - Pafos

MBA and BA BUSINESS ADMINISTRATION

Dr. Nicos Rodosthenous - Nicosia
Dr. Iosif Kafkalas - Limassol
Dr. Amvrosios Prodromou - Pafos

B.A POLICE MANAGEMENT

Christina Agathangelou - Limassol - Nicosia

BA TRAVEL AND TOURISM MANAGEMENT

Dr. Nicos Rodosthenous - Larnaca
Dr. Marilia Kountouridou - Limassol - Pafos

TRAVEL AND TOURISM ADMINISTRATION

Soteroulla Christodoulou - Larnaca
Antonis Antoniou - Limassol

INFORMATION AND COMMUNICATION TECHNOLOGY

Dr. Pavlos Panayi – Nicosia
Olga Pelekanou - Limassol

MSc STRESS MANAGEMENT AND WELLNESS IN HEALTH PROMOTION

AESTHETICS

Pattichi Andrie - Larnaca
Xanthopoulou Fani - Limassol
Chara Panagiotou - Nicosia
Antri Ioannou - Pafos

HAIRDRESSING

Georgia Stylianos – Nicosia
Anthia Pisiara - Limassol
Irene Tziortzi - Larnaca
Evangelia Neophytou - Pafos

FUNERAL SERVICES

Dr. Georgios Mbosmalis - Pafos

HEALTH CARE SUPPORT PROVIDER

Kontastinos Michael – Dr. Anestis Vasiliou - Nicosia

MAKE UP & NAIL ARTIST

Chara Panayiotou – Nicosia
Irene Tzortzi – Larnaca
Fani Xanthopoulou – Limassol
Evangelia Neophytou – Pafos

APPENDIX 4

ECTS COURSE SYLLABUS
MAR402 STRATEGIC MARKETING
Department of Business
CDA College, Cyprus

Course Code MAR402	Course Name Strategic Marketing	ECTS Credits 6
Department Business	Semester Fall	Lecturer
Year of Study 4th	Level of Course Advanced	Language of Instruction English

Course Description

The course examines marketing strategy and focuses on the development of marketing strategies and management of the marketing effort. Emphasis is given on the designing of market-driven strategies, on the development of a market-focused program and on the implementation and management of market-driven strategies.

Learning Outcomes

By the end of the course, students are expected to:

- Establish a strategy perspective that extends beyond the traditional focus on managing the marketing mix;
- Identify the issues that a company is facing in delivering and creating value;
- Develop effective management processes to help organizations achieve their objectives and sustain their value creation and profits;
- Perform market and industry analysis, and craft competitive positioning and competitive advantage;
- Identify and develop the information technology needed in order to support world-class value creation;
- Construct problem identification, problem analysis and critical thinking to solve real business problems; and
- Develop and prepare a marketing plan for a product or a service.

Prerequisite(s) : MAR101 or Consent of Instructor

Type of Course: Compulsory for Bachelor in Business Studies

Teaching Methods and Educational Activities

Lectures, presentations, problem and case studies discussion, articles discussion, independent and private study, preparation of projects, fieldwork and group work.

Course Teaching Hours

42 hours a semester. The course is delivered during a 14-week semester.

Assessment method and weight

50% coursework and 50% final examination. Coursework can be one or more of the following: mid-term examination, tests, assignments and projects. Passing mark 50%.

Business Studies Grading System

% Grade	Grade	Grade	Grade Points per
90-100	A	Excellent	4.00
80-89	B+	Very Good	3.50
75-79	B	Good	3.00
65-74	C+	Above	2.50
60-64	C	Average	2.00
55-59	D+	Below	1.50
50-54	D	Poor	1.00
Below 50	F	Failure	0.00

LEARNING OUTCOMES TABLE

Weeks	Content of the Course
1	Define Strategic Marketing Strategy and Underline Market Orientation
2	Compare Business and Marketing Strategies State Marketing Strategy Process
3	Discuss Market Segmentation and Market-Driven Strategy
4	Point Continuous Learning about Markets Discuss Market-Driven Strategies
5	Distinguish Situation Analysis Market vision, Structure and Analysis, Develop Strategic Vision about the future Distinguish and Compare Relationship Strategies
6	Explain Planning for New Products Revision for midterm
7	Develop Market Focused Program and Strategies
8	List Value-Chain Relationships and Explain the Strategic Role of Distribution
9	Define and compare Pricing strategies and policies.
10	Discuss and Develop Promotion, Advertising and Sales Promotion Strategies
11	Explain Promotion and its importance Define communication process and promotional mix
12	Organize Sales Force and Direct Marketing Strategies Apply and Manage Market-Driven Strategies
13	Plan Marketing Strategy Implement and Control of the Marketing Plan
14	Revision for final examination

Estimated Student workload

Activity	Hours
Class attendance	39
Independence Study	42
Mid – term Preparation	20
Mid – term Examination	1.5
Assignment Preparation	9
Assignment Presentation	0.5
Exercises Preparation	2
Final Exam Preparation	34
Final Examination	2
Total	150

Required Textbook

Title: Strategic Marketing
Author(s): David W. Cravens and Nigel F. Piercy
Publisher: Irwin/McGraw-Hill
Edition: 12th
Year: 2009

Textbooks, References, Other Bibliography

Title: Marketing Management
Author(s): Philip Kotler and Kevin Lane Keller
Publisher: Prentice-Hall International
Edition: Twelfth
Year: 2005
ISBN: 0-13-145757-8

APPENDIX 5

MAR402 STRATEGIC MARKETING COURSE OUTLINE

SEMESTER:

FACULTY MEMBER'S DETAILS

Name:

Office:

Office Hours:

Email:

Web Site:

Course Description

The course examines marketing strategy and focuses on the development of marketing strategies and management of the marketing effort. Emphasis is given on the designing of market-driven strategies, on the development of a market-focused program and on the implementation and management of market-driven strategies.

Learning Outcomes

By the end of the course, students are expected to:

- Establish a strategy perspective that extends beyond the traditional focus on managing the marketing mix;
- Identify the issues that a company is facing in delivering and creating value;
- Develop effective management processes to help organizations achieve their objectives and sustain their value creation and profits;
- Perform market and industry analysis, and craft competitive positioning and competitive advantage;
- Identify and develop the information technology needed in order to support world-class value creation;
- Construct problem identification, problem analysis and critical thinking to solve real business problems; and
- Develop and prepare a marketing plan for a product or a service.

Prerequisite(s) : MAR101 or Consent of Instructor

Type of Course: Compulsory for Bachelor in Business Administration

Teaching Methods and Educational Activities

Lectures, presentations, problem and case studies discussion, articles discussion, independent and private study, preparation of projects, fieldwork and group work.

Course Teaching Hours - 42 hours a semester. The course is delivered during a 14-week semester.

Assessment method and weight

50% coursework and 50% final examination. Coursework can be one or more of the following: mid-term examination, tests, assignments and projects. Passing mark 50%.

Business Studies Grading System

% Grade	Grade	Grade	Grade Points per
90-100	A	Excellent	4.00
80-89	B+	Very Good	3.50
75-79	B	Good	3.00
65-74	C+	Above	2.50
60-64	C	Average	2.00
55-59	D+	Below	1.50
50-54	D	Poor	1.00
Below 50	F	Failure	0.00

MAIN BOOK

Title: Strategic Marketing
Author(s): David W. Cravens & Nigel F. Piercy
Edition/Year: Ninth / 2009

ADDITIONAL READING AND OTHER LEARNING RESOURCES

Books

Title: Marketing Management (Analysis, Planning, Implementation and Control)
Author(s): Philip Kotler
Edition/Year: Twelfth / 2006

Title: Principles of Marketing
Author(s): Philip Kotler and Gary Armstrong
Edition/Year: Eleventh / 2006

Title: Global Marketing
Author(s): KEEGAN, Warren J.
Edition/Year: Third / 2003

Title: Strategic Marketing Management.
Author(s): Wilson R., Gilligan C. and Pearson D.
Edition/Year: Third / 2001

Web sites

- www.prenhall.com/kotler
- www.connectinmarketing.com

- www.cim.com.uk
- http://www.marketingteacher.com/Lessons/lesson_services_marketing.htm
- www.prenhall.com/keegan/
- <http://www.businessplans.org/Market.html>

Journals

- Marketing Business
- Strategic Management
- Journal of Management
- Harvard Business Review

Periodicals

- Business Week
- The Economist
- The Marketer

LEARNING OUTCOMES TABLE

Week	Content of the Course	Activities
1	Introduction to Strategic Marketing: Market Driven Strategy: Market Orientation, Capabilities, Creating Value for Customers, Becoming Market-Driven. Business and Marketing Strategies: Corporate Strategy, Business and Marketing Strategy, Marketing Strategy Process, Preparing the Marketing Plan in General. Chapter 1 and 2	Discussion Questions Case Study: "The New Directions!"
2	Situation Analysis: Market vision, Structure and Analysis, Market and Strategies, Mapping Product-Markets, Describing and Analyzing End-Users, Analyzing Competition, Developing a Strategic Vision about the Future, Market Size Estimation. Segmenting Markets: Segmentation and Market-Driven Strategy; Identifying Market Segments; Forming Segments; Micro-segmentation; Mass Customization; Variety Seeking; Selecting the Segmentation Strategy. Chapters 3 and 4	Discussion Questions Case Study: "The Legal Business" Guidelines for the Assignments and Project.
3	Continuous Learning about Markets: Market Orientation and Organizational Learning, MIS, Marketing Research, Issues in Collecting and Using information. Chapter 5	Discussion Questions Case Study: "Penton Ltd"
4	Designing Market-Driven Strategies: Market Targeting and Strategic Positioning: Targeting Strategies; Targeting Alternatives; Factors Influencing Targeting Decisions; Targeting in Emerging Markets, in Growth Markets, in Mature and Declining Markets and in Global Markets; The	Discussion Questions Case Study: "Lazy Days Holidays"

	Positioning Process; The Positioning Strategy; Determining Positioning Effectiveness. Chapter 6	Outline the Methodology that will be adopted for the project.
5	Relationship Strategies: Value-Enhancing Opportunities; Environmental Turbulence and Diversity; Skill and Resource Gaps; Customer-Supplier Relationships; Distribution Channel Relationships; End-User Customer Relationships; Strategic Alliances; Joint Ventures; Internal Partnering; Effective Relationships Between Organizations; Strategic Role of Government. Planning for New Products: Steps in New Product Planning; Idea Generation; Screening, Evaluation and Business Analysis; Product and Process Development; Developing Marketing Strategy and Market Testing; Commercialization; Technology Push Processes; Platform Products; Process-Intensive Products; Customized Products. Chapter 7	Discussion Questions Case Study: “WGP Industries Ltd”. Assignment
6	Planning for New Products: Steps in New Product Planning; Idea Generation; Screening, Evaluation and Business Analysis; Product and Process Development; Developing Marketing Strategy and Market Testing; Commercialization; Technology Push Processes; Platform Products; Process-Intensive Products; Customized Products. Chapter 8	Discussion Questions Case Study: "Watergate Pumps" Test
7	Market Focused Program Development: Strategic Brand Management: Managing the Product Portfolio; Tracking Product Performance; Product Life-Cycle Analysis; Product Matrix Analysis; Brand Positioning Analysis; Strategies for Improving Product Performance; Product Mix Modifications; Brand Equity; Brand Identification Strategy; Managing Brand Systems. Chapter 9	Discussion Questions Case Study: “Kanko Ltd”.
8	Revision, Mid-term Examination.	
9	Managing Value-Chain Relationships: Strategic Role of Distribution; Channel of Distribution Strategy; Managing the Channel; International Distribution Patterns; Factors Affecting International Channel Selection; Strategic Alliances. Chapter 10	

10	Pricing Strategy: Strategic Role of Price; Customer Price Sensitivity; Cost Analysis; Competitor Analysis; Legal and Ethical Considerations; Selecting the Pricing Strategy; Determining Specific Prices and Policies. Promotion, Advertising and Sales Promotion Strategies: Developing Promotion Strategy; Communications Objectives; The Role of the Promotion-Mix Components; Budgeting Approaches; Integrating the Promotion Strategy Components; Media/Programming Strategy; Measuring the Effectiveness of Advertising; Sales Promotion Activities; Developing the Sales Promotion Strategy. Chapters 11 and 12	Discussion Questions Case Study: "Pentagon Balloons Ltd."
11	Sales Force and Direct Marketing Strategies: Defining the Selling Process; Designing the Sales Organization; Managing the Sales Force; Sales Force Evaluation and Control; Considerations in the Use of Direct Marketing; Direct Marketing Methods; Direct Marketing Strategy. Chapter 13	Discussion Questions Case Study: "RTJ Engineering Ltd".
12	Implementing and Managing Market-Driven Strategies: Designing Market-Driven Organizations: Organizational Change; Hybrid, Process-Type Structures; Partnering with Other Organizations; Traditional Designs; New Forms of Marketing Organizations; Organizing the Sales Force; Organizing Global Marketing Strategies; Coordination and Communication in Global Organizations. Chapter 14	Discussion Questions Case Study: "The Wet Shave Market"
13	Marketing Strategy Implementation and Control: The Marketing Plan; Implementing the Plan; Strategic Evaluation and Control; Selecting Performance Criteria and Measures; Obtaining and Analyzing Information; Opportunities and Performance Gaps; Determining; Deciding about Corrective Actions. Chapter 15	Discussion Questions Case Study: "Anderson Marine Construction Ltd".
14	Project Presentations, Revision for the Final Exams	Deliver the Final Project

Business Administration Grading System:

% Grade	Grade	Grade Meaning	Grade Points per Credit
90-100	A	Excellent	4.00
80-89	B+	Verv Good	3.50
75-79	B	Good	3.00
65-74	C+	Above	2.50
60-64	C	Average	2.00
55-59	D+	Below Average	1.50
50-54	D	Poor	1.00
Below	F	Failure	0.00

ASSESSMENT

Class Participation/Tests:	5%
Assignments:	15%
Mid-term examination:	30%
Final examination:	50%

Assignments: The students will be assigned to carry out a theoretical research in the existing literature over the topics covered in the course outline, or to carry out an exercise using the Internet. The faculty member will determine the character of the assignment. The students are requested to deliver their assignments on an individual or group basis and on time. Although collaboration among the students for the preparation of the assignments is encouraged, students should avoid copying. Presentations and discussions over the assignments will follow.

Mid-term examination: The mid-term examination will be of one and a half hours. It will mostly be essay questions and/or multiple-choice questions.

Final Examination: The final examination will be of two hours. It will be comprehensive and it will test the students on the material covered during the semester.

NOTES:

- Class attendance and participation in class discussion is expected and **absences will affect your final grade.**
- The due dates for assignments are non-negotiable and late work will be penalized.
- All assignments are to be professional in appearance and type.

OTHER INFORMATION

Class attendance: Students are expected to attend the classes regularly and be punctual.

Humane matters: Inform your faculty member for any un-expectancies that may occur, thus not allowing you to carry out your responsibilities.

Library: You are advised to visit regularly the library of our College and read articles published in academic journals. Do not hesitate to ask the librarian to inform you about the facilities offered by our library and how you will use them in a productive way. I recommend you studying regularly among others, articles of your interest, published in international journals.

APPENDIX 6

COURSE OUTLINE GUIDELINES

To prepare a course outline you need to consult these course outline guidelines and the course syllabus of the course in question. The main aim of the course outline is to provide students with a short description of the topics that will be covered and explain to students how they will be assessed. A sample course outline can be found in **Appendix 6**.

COURSE OUTLINE PAGE FORMAT

Below you may find the page used for preparing a course outline:

- **Font:** Times New Roman
- **Size:** 12 (use size 14 for course code and title – **e.g. TOU101 INTRODUCTION TO TOURISM**)
- All titles should be in bold capital letters (**e.g. SEMESTER**)
- All subtitles should be in bold lower case letters (**e.g. Books**)
- Page Margins: Top, Bottom, Left and Right – all 2 cm.
- Footer 1.5 cm from edge

Below you may find guidelines on how to prepare a course outline. These guidelines refer to all the sections found in the course outline sample (**Appendix 6**).

SEMESTER - In this section you should provide the semester in which the course will be taught.

FACULTY MEMBER'S DETAILS

In this section you should provide your name, contact details and other details. Do not write any office number if you do not maintain an office at the College. Do not write any office hours if you do not have any office hours. You may write as many of your details as you wish but we suggest you do not write any mobile, home or work telephone number. We strongly suggest though that you provide your email address.

PREREQUISITE(S) - You should copy this from the course syllabus of the course in question.

DESCRIPTION - You should copy this from the course syllabus of the course in question

OBJECTIVES - You should copy this from the course syllabus of the course in question.

MAIN BOOK(S) - You should write the details (title, author(s) and edition/year) of the main book(s) that will be used for the course in question; these details can be found in the main book(s).

ADDITIONAL READING AND OTHER LEARNING RESOURCES

Having this section in your course outline it is not compulsory but it is highly recommended. It is a plus for a course outline to have such a section. In this section you may write the details of any additional books and/or other learning resources you suggest students may read or consult. Examples consist of the following:

1. Additional books;
2. World Wide Web sites can be useful in providing relevant information to the course material;
3. Articles from journals and periodicals maintained in the Internet, in the College library or in other nearby libraries; and
4. Other learning resources like videos, DVDs, VCDs, or CDs maintained in the College library or in other nearby libraries.

This section is useful for those students who want an in depth of the course material.

SCHEDULE

In this section you should give a short description of what it will be done and/or covered in each for all the 14 weeks of instruction based on content section of the course syllabus. You should indicate when any examinations or other important events (e.g. presentations etc) will take place. It is very important that you indicate the main books' chapters and/or specific pages each topic refers to. In this part of the course outline, the lecturer should also provide a table including the estimated workload for the students necessary for the successful completion of the course. The estimation of the workload for the different tasks (mid-term examination, assignments, exercises etc) will be done by the lecturer of the specific lesson.

ASSESSMENT

In this section you should clearly indicate the assessment instruments that will be used for the course in question and their assessment weight. Student may be assessed through a number of assessment instruments such as: course work assessment instrument (mid-term examination, project(s), assignment(s), presentation(s), test(s), or quiz(zes) and the final examination. All assessment instruments used except from the final examination are considered coursework assessment. Coursework assessment is carried out before the final examination takes place. In deciding which assessment instrument to be used and their weight you need to take into account the following:

1. All courses must be assessed at least through a Final Examination and a Mid-term Examination/Assignment/Multiple Quizzes..
2. Most courses are usually assessed through a Final Examination, a Mid-term Examination and one other coursework instrument.
3. The Mid-term Examination takes place after the 7th week of a semester.

The weight of the final examination towards the total mark has to be 50% and the total of the weights of the individual coursework assessment instruments has to also be 50%. Faculty members who feel that, due to the nature of their course, it's necessary to use different assessment weights than the above they need to consult the College Director.

Any necessary details regarding individual assessment instruments such as deadlines can be provided to students together with the requirements of the particular assessment instrument. This part of the course outline should also include the B.A Travel and Tourism Management grading system.

OTHER INFORMATION

In this section you may provide, if necessary, any other information you feel that should be communicated to the student regarding the course in question. Ignore this section if there is nothing to write.