CBS

COLLEGE OF BUSINESS STUDIES CYPRUS

ΚΟΛΛΕΓΙΟ ΕΠΙΧΕΙΡΗΜΑΤΙΚΩΝ ΣΠΟΥΔΩΝ

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Quality Assurance Manual (QAM-01) of the
"COLLEGE OF BUSINESS STUDIES (CBS)"

October 2025

Table of Contents

1. CHANGE HISTORY

REVISION	CHAPTER	DESCRIPTION OF CHANGE	DATE
0	All	Initial Issue of Manual	30/10/2017
1	All	Change in the Organization Structure	04/10/2022
2	All	Updates on whole document - Institutional Re-evaluation Process (2025)	20/10/2025

2. PRESENTATION OF COLLEGE OF BUSINESS STUDIES CYPRUS

General Information for the College of Business Studies

The College of Business Studies Cyprus (CBS) is a higher education institution established with the aim of advancing excellence in teaching, learning, and research in the fields of business and management. CBS offers academically rigorous programs designed in accordance with the principles of the European Higher Education Area (EHEA) and the Cyprus Qualifications Framework. The College is committed to fostering innovation, entrepreneurship, and social responsibility, ensuring that graduates are well-prepared to contribute effectively to the local and international business environment. Through high-quality education, applied research, and strong collaboration with industry and society, CBS actively supports the economic and social development of Cyprus and promotes the values of integrity, inclusion, and lifelong learning.

The CBS aspires to become one of the leading educational institutions in Cyprus, offering high-quality education and research in the field of business, both locally and internationally.

Our central goal is to promote innovation in education, research, creativity, and entrepreneurship. We are committed to providing our students with high-quality skills and knowledge, while through our research activities, we aim to become a significant contributor to addressing critical societal challenges.

Vision and Mission

Our vision is for CBS to be recognized as a leading higher education institution in Cyprus in the field of Business Studies, distinguished for academic excellence, innovation, and meaningful contribution to society and the economy.

CBS is dedicated to delivering high-quality education and advancing scientific research in the fields of business and management. The College aims to equip students with the knowledge, skills, and competencies necessary to meet contemporary professional and academic challenges. CBS promotes critical thinking, innovation, and entrepreneurship, while fostering ethical values and social responsibility within a diverse learning community. "Strong graduates build strong societies".

Main Objectives

Our primary objective is to ensure that our students acquire the knowledge and skills necessary to develop critical thinking. Our ultimate goal is the meaningful understanding and assimilation of knowledge, as well as encouraging students to gradually integrate these principles not only into their academic but also into their future professional careers.

- **Provision of Quality Education** – To design and implement academically rigorous study programs consistent with European and international higher education standards.

- **Promotion of Research Excellence** – To advance scientific research and innovation that contribute to addressing current societal and economic issues.

- **Engagement with Industry and Society** – To establish and maintain effective collaboration with the business sector, public institutions, and the wider community.

- **Development of Critical and Analytical Skills** – To cultivate independent thinking, creativity, and problem-solving abilities among students.

- **Commitment to Ethical and Inclusive Practices** – To uphold principles of integrity, equality,

inclusion, and lifelong learning across all institutional operations.

Departments / Services

At CBS the following departments/services have been established and operate under the Academic Director and the Director of Administration and Finance (Find attached CBS Organizational Structure).

<u>Academic Director</u>

Business Department

Research Services

Library

<u>Director of Administration and Finance</u>

<u>Administration Office</u>

Administrative staff responsible for:

- Archive and Records,
- Accounting
- Human Resource Management
- Communication and Public Relations.
- Student Welfare Services

Technical Support

Institute of Banking Studies Cyprus

Administration

CBS, as a legal person of private law, is ruled by the College Council, which is responsible for the management and control of its administrative and economic cases as well as its property. The Academic departments are ruled by the Academic Director and the Administrative Departments by the Director of Administration and Finance.

College Council

The College Council is the highest advisory and coordinating body of CBS College, responsible for providing strategic direction and oversight on academic, administrative, and policy matters. The Council operates in accordance with the College's internal regulations and within the framework of national and European higher education legislation.

Composition:

- The College Council is composed of the following members:
- The Owner of the College or their appointed representative.
- The Academic Director, serving as the chief academic officer.
- The Program Coordinators of the College's academic programs.
- Two (2) faculty representatives, elected by the academic staff.
- One (1) member of the Administration Office.

- One (1) student representative, appointed by the Student Union.

Additional external members may be invited to participate, where appropriate, to provide specialized expertise in academic, professional, or strategic matters.

Role and Responsibilities of the College Council

The College Council advises the Owner and the Academic Director on all matters related to the academic, administrative, and strategic operation of CBS College. Its responsibilities include, but are not limited to, the following:

- Overseeing the development, evaluation, and continuous improvement of educational programs across all disciplines.

- Establishing and monitoring admission, academic progress, and graduation criteria for all students.

- Proposing amendments and enhancements to the internal rules and operational procedures of the College.

- Overseeing institutional governance, including the establishment and appointment of committees.

- Developing and advising on institutional policy related to academic, administrative, and operational matters.

- Contributing to the formulation, implementation, and monitoring of the College's strategic plan, ensuring responsiveness to changes in the national and international operating environment.

- Addressing any other matters referred to it by the Owner or senior management of the College.

The Council ensures that all decisions respect academic freedom, freedom of thought, and the maintenance of high academic and service quality, always prioritizing the students' best interests. It also ensures full compliance with the Law on the Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency for Related Matters (N.136(I)/2015, as amended), the Law on the Establishment and Operation of Higher Education Institutions in Cyprus, the regulatory frameworks of the Ministry of Education, Culture, Sport and Youth, and relevant European Union directives.

Assignment of the Council's responsibilities

The College Council meets at least once every six months and as decided by the owner. The Council's suggestions are important guidance for the College owner, the Academic Director and the Administrative Staff. The Council is chaired by the Academic Director. Meetings are called by the owner. The Council shall act by majority. For a quorum and legal decision making, at least three members must be present. In the case of a tie, the representative of the owner has the casting vote.

Apart from the Council, CBS College has established the following committees whose responsibilities, composition and the way of functioning are determined subsequently:

1. The Academic Committee

2. The Administrative Committee

3. The Disciplinary Committee

4. The Internal Quality Assurance Committee

Internal Quality Assurance Committee

The Internal Quality Assurance Committee is responsible for the application of standards and ensuring internal quality according to the article 12 of Law 136 (I) 2015. These include:

- Commitment to cultivating perceptions and behaviors that recognize the importance of quality and assurance for the performance of its work;

- Implementation of policies and corresponding procedures for quality assurance and for the academic level of the Programs of Study offered and of the diplomas awarded;

- Functioning of formal mechanisms for the approval, follow-up and periodic review and, where necessary, revision of the Programs of Study offered and of the diplomas awarded;

- Ensures that the students are evaluated on the basis of the published criteria, regulations and procedures that are consistently applied;

- Acquiring the necessary qualifications and skills required by the teaching staff in relation to the teaching work the College is required to undertake, as well as evidence of the degree of proficiency of the teaching staff involved;

- Adequacy of learning resources and appropriateness for each offered Program of Study for purposes of supporting the process of student learning;

- Collection, analysis and use of all data related to the effectiveness and efficiency of the management of the Programs of Study offered and of other educational activities;

- Publishing, in an official and electronic form, on a regular basis, of an updated, impartial and objective report of the Programs of Study offered as well as of other educational activities and of the diplomas awarded, for internal quality assurance purposes.

The Internal Quality Assurance Committee co-operates with the Council and the Research Office of the College, where appropriate.

Responsibilities of the Internal Quality Assurance Committee

The Internal Quality Assurance Committee coordinates the preparation of the specific self-assessment reports in relation to the external evaluations of the College in accordance with the standards applicable to this type of reports which are defined and issued by the Agency on the basis of criteria and quality indicators provided for by the provisions of Article 6 and in accordance with the provisions of Law 136 (I) 2015 on external evaluations. It meets regularly, at the beginning and end of each academic semester, to ensure continuous monitoring of related issues.

The Composition of the Internal Quality Assurance Committee

The Academic Director of the College presides over the Internal Quality Assurance Committee.

The Council appoints three (3) members from the teaching staff who have significant academic work and extensive academic experience, preferably and where possible, including experience in quality assurance procedures. Equally important is that there are up to two (2) members with expertise in quality assurance, one (1) representative from the administrative staff elected by the members of the administrative staff and one (1) spokesperson of the students elected by undergraduate students.

The term of office of the Internal Quality Assurance Committee is four (4) years.

Ensuring Transparency in Institutional Decision-Making

CBS upholds the principle of transparency as a cornerstone of its governance and operational

integrity. Transparency is ensured through the systematic documentation and availability of all decisions made by the College Council and institutional committees.

All decisions are recorded, archived, and made available to the relevant regulatory and accrediting bodies for purposes of audit, quality assurance, and compliance. Decisions that have implications for the governance, academic operations, or administration of the College are communicated to the appropriate internal stakeholders, including students, faculty, and administrative staff, to ensure clarity, accountability, and collective understanding.

Through this structured approach, CBS reinforces its commitment to good governance, institutional transparency, and the responsible dissemination of information in accordance with national regulations and quality assurance standards.

Academic Personnel

CBS College ensures the highest academic standards in the delivery of its programs by employing qualified and experienced academic personnel across all disciplines. The College is staffed by distinguished academics specializing primarily in the fields of Economics, Finance, Accounting, Business Administration, Law, and Marketing.

The academic staff members possess advanced academic qualifications, extensive teaching experience in universities and higher education institutions both in Cyprus and abroad, and are recognized for their research excellence and professional achievements. Many hold notable distinctions and have published influential work in their respective areas of expertise, contributing significantly to both academia and industry.

To further enrich the academic experience, the College also engages guest lecturers, specialized researchers, and adjunct teaching personnel who bring diverse perspectives, practical experience, and international insights to the classroom.

In addition, CBS College actively promotes the continuous professional development of its academic personnel by supporting their participation in research projects, conferences, seminars, and specialized training programs. This commitment ensures that faculty members remain current with emerging academic trends, innovative teaching methodologies, and industry developments, thereby enhancing the overall quality of education offered.

3. QUALITY POLICY STATEMENT

CBS quality policy is to offer high-level education and research in cutting-edge disciplines and to become a modern and innovative College.

The commitment of CBS to this policy is achieved by the following:

- Commitment by the management to cultivate perspectives and behaviors that recognize the importance of quality assurance in order to fulfill the mission of the College.

- Implementation of systems that guarantee, through continually improving processes, the provision of quality education to our students and the quality assurance with respect to the programs offered and the degrees awarded.

- Employing competent and qualified staff with the necessary training to carry out their work.

- Strengthening the human capital of the college through appropriate training programs to acquire new skills and process-centric culture.

- Continuous monitoring of international developments in education and the introduction of new modern teaching methods, considering state-of-the-art technologies.

- Maintaining a high level of learning resources and infrastructure.

- Ensuring that student assessment is based on published criteria and regulations.

- Management and statutory committees continuously assess needs and provide all necessary resources to continuously upgrade the effectiveness of the Quality Management System

- The basic principle and commitment of the governing bodies is to provide their students with reliable services that fully meet their needs and requirements.

- Promote academic recognition of the programs of study and the qualifications offered.

- Compliance with legal and regulatory requirements concerning the college, considering the requirements of all interested parties.

- The appointment of an Internal Quality Committee for the implementation of the above and the relevant legislation for quality assurance.

- Involving all employees and key staff of the institution in taking initiatives.

In order to better inform and raise awareness of our staff, associates and students, this Policy, as well as the analysis of our quality performance, are communicated and made available to all interested parties by posting them on our web site and within the college premises.

Furthermore, information is collected through questionnaires to assess their perceptions on the College's performance in the above-mentioned areas.

At the same time, the Management, through the regular and ad hoc meetings that have been established for the review of the Quality Management System, controls the continuous suitability of the Quality Policy and sets realistic, measurable and objective targets for the quality of the services provided, which are constantly monitored, to ensure their suitability and relevance.

CBS applies an Integrated Quality Management System based on the international Quality Standard ISO 9001 and the latest legislation to ensure the quality of higher education.

4. INTRODUCTION

Purpose and Scope

The policies and procedures established or referred to in this manual apply to the Private Tertiary Education College CBS. The scope covers all activities and processes of CBS.

This manual aims to describe the Quality Management System implemented by CBS and which is in accordance with its declared Quality Policy and the Legislation for "Quality Assurance and Certification of Higher Education and the Establishment and Operation of an Agency for related matters - Laws of 2015 and 2016" [N. 136 (I)/2015 and N. 47(I)/2016].

This manual is the primary reference document for issues related to activities of CBS and concerning the quality of the Programs of Study provided. This manual is also used for the purpose of auditing the effectiveness of the Quality Management System as well as a training tool for academic and administrative staff.

Terms and Definitions

Throughout the text of this manual, wherever the term occurs:

- "Management System" or simply "System" means the Quality Management System
- **"Customer"** means the users of the services provided, e.g. students

Organization of the Manual

The Requirements Section of the Quality Assurance Manual is organized into five sections, corresponding to the quality system requirements of the ISO 9001 Standard. Each section describes the general management policies and objectives of the college, the commitment to meet the requirements, as well as the responsibilities, authorities and interrelationships of personnel, the internal communication and the responsibility for carrying out the various processes. Where necessary, reference is made to more detailed manuals, procedures and work instructions.

Revision and Control of the Manual

This manual will be reviewed for suitability by a member of the Internal Quality Committee, who is responsible for quality issues, and it will be approved by the Chair of the Internal Quality Committee.

The Management Representative will review this manual in order to ensure that it adequately complies with the needs and expectations of all stakeholders and the specified requirements of the Quality Management System and approve all revisions or new issues.

Each page of the revised manual will be identified with a new revision number and a new revision date. All revisions will be documented in the section "Change History", which will provide a short description of the change.

1. Revisions of this manual will be numbered (Rev. 0, 1, 2 etc.) until a new issue of the manual is decided.
2. The Internal Quality Committee will decide when to re-issue the entire manual after a number of revisions. All new issues will be documented in "Change History".
3. New issues of the manual will be numbered sequentially (issue 1, 2, 3 etc.). All previous revision numbers will be automatically reset to the new version of the manual.

5. QUALITY MANAGEMENT SYSTEM

5.1. GENERAL REQUIREMENTS

The College has documented and implemented a Quality Management System and aims to continuously improve its effectiveness in accordance with the requirements of the legislation and all stakeholders.

The Management of CBS has:

a. Defined the processes needed for the quality management system

b. Determined the sequence and interaction of these processes (see Appendix II)

c. Defined criteria and methods required for their effective operation and control (KPI's)

d. Ensured the availability of the resources and information necessary for the operation and monitoring of these processes

e. Ensured the monitoring, measurement and analysis of these processes where applicable

f. Implemented the actions necessary to achieve the planned results and to continuously improve these processes

These processes shall be managed in accordance with the requirements of international quality standards and the applicable legal and regulatory requirements.

The Internal Quality Committee has the responsibility to <u>coordinate</u>, <u>monitor</u> and <u>control</u> the implementation of the system.

5.2. DOCUMENTATION OF THE QUALITY MANAGEMENT SYSTEM

MANAGEMENT SYSTEM DOCUMENTATION

The Internal Quality Committee is responsible for establishing and maintaining the quality management system in order to ensure that the college services provided are consistent with the established requirements.

The management system documentation includes the following:

Quality Policy Statement

The Quality Policy contained in this manual determines the College's commitment to the quality of the services provided. The disclosure of this Policy is part of the induction training of new employees. This Policy is posted on the website and displayed in the college.

Quality Assurance Manual

The Quality Assurance Manual, which is the primary reference document for the quality management system, documents the college policies, goals and objectives as well as the responsibilities and responsibilities to meet the requirements of all stakeholders.

Procedures Manuals

Procedures Manuals are documents that define the purpose and scope of activities of a department or service and describe in detail who is responsible and when an activity is being carried out, the materials and equipment required, the documentation required and the control (monitoring and measurement) required, in accordance with the policy and objectives set out in the Quality Assurance Manual.

Internal Regulations / Work Instructions

They are issued by the top management or department managers and are aimed at guiding the staff in performing specific tasks.

External Documents (Standards, Legislations, Regulations, Good Practice Guides)

All external documents required by the college to ensure effective design, operation and control of process are controlled and form an integral part of the system. Such documents may include, inter alia, laws, regulations, standards, international conventions, codes of good practice etc..

Other documentation

Other documents required by the college to ensure effective design, operation and control of its processes such as forms, job descriptions, and so on.

Records

Records are maintained as outlined in the section "Control of Records".

CONTROL OF RECORDS

General

The College has established and maintains documented control procedures for all documents and data related to the quality management system.

Control of System Documentation

The Internal Quality Committee ensures that the documents used for the operation of the system have been identified and that they are controlled. It also ensures external documents are identified and that their distribution is also controlled.

The Heads of Departments in cooperation with the Internal Quality Committee review and approve the system documents, in their areas of responsibility, as to their adequacy and suitability prior to their issue or re-issue. The original document is forwarded to the Internal Quality Committee which ensures that relevant issues of the applicable documents are available where work is essential to effectively implement the quality management system.

The Internal Quality Committee ensures that obsolete (old) documents held for legal or knowledge-based purposes are removed from all points of issue or use so that they cannot be misused. Such documents are appropriately marked as invalid or obsolete documents.

Changes are specified where possible in the text of the document or in appropriate attachments (e.g., identifying changes and current revision status).

A list of documents specifying the current issue of each document is established and maintained to exclude the use of invalid and / or old documents as well as the distribution of each document to the personnel and department involved.

Documents and data may be in any form or type of medium, including paper or electronic versions.

Control of Records

The Internal Quality Committee shall ensure that the records required for the operation of the quality management system are established and maintained. The staff responsible shall identify, collect, classify, archive, store, maintain and hold records of their area of responsibility in accordance with documented procedures. Within this procedure, those responsible for maintaining the records, as well as the place and time of storage, are determined.

Records are established and maintained to substantiate the effective operation of the institution's system and as proof of compliance with system requirements. The records may be in any form or type of medium, including those recorded and presented in electronic form / medium.

The records maintained are legible and can be readily identified, detected and retrieved. They are held in ways that prevent loss, damage or wear.

The minimum record retention time is determined by each department in consultation with the Internal Quality Committee. These retention periods are determined by the importance of the record and the legal obligations and / or requirements of the legislation.

Record storage areas are safe for the safeguarding of the personal data of students and other interested parties. In any case, the physical infrastructure meets the necessary security requirements while providing valid information and immediate accessibility whenever required.

The methodology, responsibilities and documents required are described in more detail in documented manuals, procedures and work instructions.

6. MANAGEMENT RESPONSIBILITY

6.1. Management Commitment

Senior Management provides evidence of its commitment to developing and implementing the quality management system and to continuously improving its effectiveness through:

- Communicating to staff the importance of meeting the requirements of all stakeholders concerned, as well as legal and regulatory requirements

- The establishment of quality policy

- Ensuring that objectives and targets are set for the quality and safety of staff and students

- Conducting management reviews

- Ensuring the availability of learning resources.

6.2. Customer Focus

The institution has the potential to satisfy, beyond the student's stated needs, a number of other requirements that may arise in the course of providing its services. The satisfaction of the needs and expectations of students is a basic goal of CBS. The individual processes are designed with the logic of contributing to the achievement of the above-mentioned goal. The provision of academic education takes place in accordance with the relevant processes and applicable legal and regulatory requirements, as well as in accordance with the approved academic programs and the Internal Regulations of the School.

6.3. Quality Policy Statement

The quality policy statement is documented in this manual and has been approved by the College's Director of Administration and Finance. The College's top management reviews this policy in order to ensure its continued relevance and effectiveness.

The Quality policy provides a framework for establishing and reviewing the quality objectives and is in line with the objectives of the college, the requirements of all stakeholders, legislation and competent authorities.

This policy includes a commitment to comply with requirements and to continually improve the effectiveness of the quality management system.

The Internal Quality Committee ensures that this policy is communicated within the college, is understood, implemented and maintained at all levels of the organization.

6.4. Design

Setting Measurable Targets

The Management of CBS has set the general quality objectives in the Quality Policy Statement. Considering these objectives as well as the process measurement indicators, it sets out specific

measurable objectives that are always consistent with the Quality Policy and provide a basic framework for evaluating the performance of the institution, its individual organizational units and processes.

Measurable objectives are defined, monitored and reviewed as part of the Management's Quality Management Review. Measurement indicators include, but are not limited to, the following indicators:

- Number of Academic Staff / Number of Students
- control
- Number of research papers
- Graduate Graduation Percentage
- Student Satisfaction Rate
- Satisfaction of Employers
- Percentage of students taking part in examinations
- Success exam rates of students
- Average Degree Grade and Percentage Score Breakdown
- Average duration of studies to obtain a degree
- Work assessments and percentage analysis of scores and results

The quality of the programs at the college is monitored by the College's Internal Quality Committee, which is responsible for the annual and four-year review of each curriculum.

Design of the Quality Management System

The Management of CBS ensures that it:

- Identifies key processes, their sequence and interaction
- Applies the above-mentioned processes and checks them based on predefined criteria
- Ensures the availability of the learning resources necessary to support, operate and monitor the Quality Management System processes. Resource adequacy is reviewed in the framework of the Quality Management System Review by the Management
- Monitors, measures and analyzes processes through measurement of quality objectives and implements actions to achieve and improve them continuously
- Maintains the integrity of the System when designing and implementing changes, by providing the necessary resources, informing staff and closely monitoring the effectiveness of each change

The implementation of the management system is regularly assessed during internal and external audits and management reviews. The Internal Quality Committee has overall responsibility for designing the system.

6.5. Responsibilities, authorities and communication

Responsibilities and authorities

Senior Management ensures that responsibilities and authorities for staff are established, documented and communicated within the college to ensure the effective operation of the quality management system.

The responsibilities, accountability and authority of the personnel are set out in the manuals, procedures, regulations and job descriptions of personnel which are subject to the relevant legislation.

College staff is informed of the college's open policy on departmental and inter-departmental communication issues and the responsibility for stopping any non-compliance identified. In the event of disagreement between the staff, the disagreement will refer to their immediate supervisor for a decision.

The organizational structure of the college, were the relations of the staff are defined, is shown in Appendix I to this manual.

In case of absence of authorized personnel, responsibilities are transferred upward in accordance with the organizational structure and the person in charge decides to perform the duties and/or the assignment of the duties to another member of the staff.

The Director of Administration and Finance in cooperation with the Academic Director:

a. Identify and make available the necessary resources and supervision of staff in order to perform their duties

b. Ensure that the predetermined requirements for the operation of the quality management system are implemented and maintained, including the requirements for the management of human resources.

c. Examine and make decisions on issues related to student and other stakeholder demands

d. Ensure that college staff is free from any unjustified internal and external commercial, financial and other pressures and influences that could adversely affect the quality of the services provided.

Management Representative

The Senior Management has appointed as a Management Representative for the Quality Management System, the Chairman of the Internal Quality Committee. In the event of his absence, the Director of Administration and Finance is replacing him/her.

The Management Representative has been given the responsibility and authority to ensure that the processes needed for the efficient operation of the system have been established, implemented and maintained successfully.

The Management Representative reports to Senior Management on the effectiveness, suitability (system performance) and the necessary improvements of the system

The Management Representative has the responsibility to ensure that all staff is informed of the requirements of all interested parties.

The Management Representative has the responsibility to ensure effective internal communication on matters relating to the effectiveness of the system.

In addition to the responsibilities and authorities mentioned in other sections of this manual, the

Management Representative has the power and authority to:

a. Take actions to prevent the occurrence of non-conformances associated with the management system,

b. Recognize and record any problems associated with the management system,

c. Suggest and provide solutions to issues related to the management system through the communication channels available at the college,

d. Verify the implementation of proposed actions,

e. Supervise and monitor the overall management of non-conformities and their effective treatment and resolution.

Health & Safety at Work

Upon the commencement of the operation of the college, a Health & Safety Committee will be established within the framework of the Laws of Safety and Health at Work 1996 to 2015 and relevant regulations.

The Committee will have a consultative role and provide the employer suggestions and advice, in writing or orally, on matters relating to occupational health and safety and the prevention of accidents at work. In particular, the Health & Safety Committee:

- meets semi-annually or ad hoc following an accident at work or serious incident, and examines the facts and causes in relation to it

- submits suggestions to the college management for measures to be taken in order to improve working conditions and prevent accidents and diseases at work

- deals with complaints about health, safety and the well-being of employees and students

- promotes co-operation to implement health and safety measures and ways of conducting work safely

- participates in the preparation of safety instructions for the college

- ensures that its members and employees at the college receive the necessary information, training and guidance on the measures necessary to protect their safety and health

- cooperates with the Health & Safety Inspector and other competent authorities on health and safety issues.

Internal Communication

The College Council ensures the establishment of appropriate communication processes within the college and that channels of communication are in place relating to the effectiveness of the quality management system.

The Internal Quality Committee and the Heads of Departments shall ensure that the necessary information is effectively promoted and communicated, both departmentally and inter-departmentally.

Such information may consist of:

- College policies, objectives and targets

- Procedures and work instructions

- Records and data

- Requirements for legislation etc.

Various methods may be used to communicate the necessary information, such as:

- Documents and records

- Meetings and management reviews

- Education and informational meetings

- Electronic update

- Billboards, written internal memos and announcements, etc.

6.6. Management Review

General

Top Management reviews the quality management system at planned intervals to ensure its continued suitability, adequacy and effectiveness. The review also includes assessing the opportunities for improvement and the need for system changes, including quality policy and objectives for the quality and the safety of workers and students. Records of management reviews are maintained in accordance with guidelines stated in this manual.

Management Review Inputs

The inputs (topics to be discussed) for the review by Management may include, among others, the following:

a. Review of quality policy and achievement of objectives and targets

b. More general issues on quality and performance measurement indicators

c. Analysis of non-conformities including student complaints and feedback from interested parties

d. Effectiveness of corrective and preventive actions

e. Results of internal and external audits and review of quality control / monitoring and measurement results.

f. Assessing the continued suitability of the Management System, process performance and service delivery

g. Evaluation of Suppliers / Subcontractor

h. Adequacy of learning resources (infrastructure and human resources)

i. Training needs of academic and administrative staff

j. Risk Management

k. Safety issues, work environment and technological developments

l. Changes in the organization's external environment that could affect the quality management system (e.g., economic, technological, social, regulatory, etc.)

m. Recommendations for improvement and follow-up actions from previous reviews

Management Review Outputs

The outcomes of the management review will include decisions and actions that relate (inter alia) to:

- Improving the effectiveness of the Management System and its processes

- Improving the services provided

- The needs for learning resources

The Internal Quality Committee is responsible for verifying the corrective actions and / or other actions resulting from the management review as well as ensuring that the relevant timetables are met.

Decisions, results and other issues in general will be communicated to college staff and students.

The methodology, responsibilities and documents required are covered in more detail in documented manuals, regulations, procedures policies and guides.

7. MANAGEMENT OF LEARNING RESOURCES

7.1. Availability of Resources

Senior Management ensures that adequate and appropriate learning resources are provided that are consistent with European and International Standards and/or international practices that are needed to:

a. implement and maintain the quality management system and continuously improve its effectiveness; and

b. increase student satisfaction by fulfilling their requirements.

7.2. Human Resources

General

The Senior Management recognizes that all staff perform tasks that may affect the operation of the quality system, as well as the quality of services and the safety of employees. Thus, all must be capable based on appropriate education, training, skills and experience.

The Director of Administration and Finance, in cooperation with the Academic Director, reviews on a permanent basis and during the management review the training needs of staff and provide the necessary resources to ensure that the defined requirements are met.

Training

The quality of the services provided depends directly on the level and the excellent staff training. Thus, the college has developed procedures for identifying the training needs of staff, with the aim of constantly informing and developing its staff.

As a minimum, staff is trained:

a. during the induction process, so as to familiarize himself with the quality policy and procedures applied by the college,

b. in the event of a change of duties, in order to fully understand the requirements and responsibilities of the new post,

c. when new technology or equipment is introduced to acquire the required skills.

The college maintains records that provide evidence of the experience and training of staff. The training needs of staff are defined in the Management Review meeting in line with the job specification. In this context, the institution has implemented the Personnel Training procedure. In addition, the adequacy of the academic and other qualifications of the teaching staff (permanent and part time) is ensured both during the recruitment process as well as through the participation of the teaching staff in conferences, workshops, publications and other development activities taking place both in Cyprus and abroad.

The College also encourages faculty and staff to propose topics and areas of interest for future seminars and workshops, ensuring that training initiatives remain relevant, responsive, and aligned with the evolving needs of both educators and students. This participatory approach reinforces the

College's commitment to academic excellence, innovation, and continuous improvement in teaching and learning.

Infrastructure

Senior Management identifies, allocates and maintains the infrastructure needed to achieve compliance with the service requirements. The infrastructure includes, among others:

a. Building facilities, workplaces and ancillary facilities,

b. Classrooms for theoretical and practical lessons

c. Adequately staffed library

d. Technology infrastructure (both hardware and software)

e. Support infrastructure for disabled students and students with learning difficulties

f. Support services (such as student welfare and academic support)

The collection of the library includes books, magazines, and reference material (dictionaries, encyclopedias, etc.). Additionally, it has a large number of information sources in various forms, printed, electronic and audiovisual material.

The above-mentioned facilities are technically supported either internally or externally by outsourcing, in case the necessary know-how and equipment is not available from the college. In any case, the college applies a systematic approach to:

- creating back-up files and managing the college network

- performing repairs and maintenance of the various facilities/equipment

Work Environment

Senior Management provides a secure working environment as required to achieve compliance with the service requirements.

The adequacy and continued suitability of the work environment is monitored through planned inspections and is evaluated in the Management Review meeting.

The methodology, responsibilities and documents required are covered in more detail in documented manuals, regulations, procedures policies and guides.

8. IMPLEMENTATION OF SERVICES

8.1. Design and Implementation of Services

The College plans and develops the processes needed to provide its services to students. The design of the implementation of the services offered is consistent with the requirements of the other management system processes.

When designing the implementation of the services provided, the College defines, as appropriate, the following:

a. the quality objectives and the requirements for the programs of study

b. the need to establish processes, documents, and resource allocation

c. the required verification, validation, monitoring and control activities, as well as the criteria and procedures for the admission of students

d. the records needed to provide evidence that the implementation processes meet the requirements.

The results of this design are in a form appropriate to the method of operation of the college.

8.2. Student Requirements Review

The review of students' requirements is carried out through specific processes, which relate to the provision of services from the college to the students at the beginning of their studies at the college. To this end, the college discloses both its programs of study and internal regulations as well as any other information required to fully define the framework of study at CBS (e.g. services to the students).

The determination and review of these requirements shall consider the requirements of the applicable legislation as well as any regulations of the Ministry of Education and the institution itself.

In the context of the above, the registration of the student in a department of the college is deemed to have achieved the initial agreement between the institution and the student regarding the latter's requirements.

Throughout the duration of the provision of the services by the college to the students, the ongoing communication of the institution with the students is ensured through specific processes and structures, including the management of student complaints.

8.3. Design and Development of New Services

The framework for the provision of academic education services by CBS to its students is mostly determined by the applicable legislation and regulations, which are considered for the design of these services by the competent committees and collective bodies of the institution. In addition, any change in the legal and regulatory framework entails the need for redesigning the education service provided.

Nevertheless, CBS may design new services for its students in order to improve the level of academic studies. In this case, the relevant committees design the specific service, and through the decisions of the collective bodies, its planning is validated and implemented.

8.4. Purchasing

Purchasing process

The College ensures that the products / services it purchases comply with the defined requirements for purchases. The type and scope of the control exercised on the supplier and on the products / services purchased depends on:

a. the importance of subcontracting / procurement to the compliance of the product with the requirements

b. the impact of the purchased product / services on the implementation of the college services

c. the performance of the supplier,

d. the requirements of the parties concerned

Suppliers / subcontractors are evaluated prior to their inclusion in the list of approved suppliers / subcontractors. The list is approved by the Director of Administration and Finance.

The choice of suppliers / subcontractors takes the form of an initial assessment and then periodically re-evaluates them. Where appropriate, selection, evaluation and re-assessment criteria shall be established.

The records of the evaluation results and of any necessary actions resulting from the evaluation shall be kept in accordance with the requirements stated in this manual.

The college ensures the adequacy of the specified purchase requirements prior to their disclosure to the supplier.

Purchase documents are reviewed and approved before shipment to the supplier.

Services provided by External Associates

For the provision of academic education services, the college may use services from external associates, i.e. temporary educational and technical personnel. The qualifications of this staff are clearly defined in job descriptions, and are the criteria for the selection and evaluation of external associates through a relevant procurement process that has been developed and included in the Quality Management System.

Provided that the selection and evaluation process of external associates is followed each time, when such cooperation is needed, there is no need for a status of approved external associate.

Verification of Products and Services

The college has established and implemented the controls or other activities necessary to ensure that the product or service purchased meets the specified requirements.

Authorized personnel shall carry out the specified checks on all incoming products /services prior to their use / acceptance, in accordance with the documented procedures.

Products or services released prior to carrying out the specified audits shall be identified and recorded in such a way as to enable them to be identified in the event of non-compliance with the

specified requirements.

The type and extent of the control carried out on the products or services purchased depends on the supplier's performance, on the evidence provided (e.g., certificates of suitability) as well as on the potential impact on quality and product safety.

Records of inspection results shall be kept demonstrating compliance with the defined requirements.

8.5. Provision of Services

Implementation of Services Provided

CBS has established arrangements for these processes, including:

    a. the criteria for reviewing and approving the processes

    b. the system and student assessment criteria

    c. the procedure and student admission criteria

    d. a complaints procedure

    e. a policy and a process for preventing and dealing with plagiarism

    f. a curriculum evaluation procedure

    g. a process to assure the quality of the learning process

    h. a process of ensuring transparency in decision-making

    i. a staff assessment process,

    j. use of specific methods and processes,

    k. records requirements, etc.

The Directors and Heads of the Departments are responsible for the placement of competent and evaluated staff for the provision of the offered services of the college.

All stages of the provision of services that directly or indirectly affect quality have been identified and covered by documented procedures, regulations and work instructions. The correct implementation of the procedures and the work instructions is the responsibility of all staff and the monitoring by the management is continuous.

In particular, the procedures describe how the work is done, as well as the responsibilities and authorities of the staff involved. These procedures define the framework for providing the expected services to the students in full and in a timely manner, aiming to create a climate of trust and credibility for the college.

Every effort has been made to ensure that the documents and forms used are simple and easy to implement.

Traceability of Services

To maintain traceability, a combination of elements and code numbers are used, such as, but not limited to:

- Name of student
- Student registration number, etc.

In addition, in order to ensure the validity of the of the design implementation of the training programs, the number of the approval of the programs of study is referenced in all planning documents (e.g. timetables, teacher curricula, etc.).

Management of Student Property and Personal Data

The college receives from the student personal data and other data used to ensure traceability and to enable the provision of college services such as, but not limited to, registration documents, medical examination certificates, dissertations, etc.

In this case, data and documents provided by the student are checked to ensure their suitability and correctness, as well as the adequacy of the data for the execution of the requested task. If problems are identified, the student is promptly informed to take the appropriate corrective actions.

Any documents and data received by the college from the student are recorded in box files or electronic records and are kept safely, as provided by the college procedures and legislation

It should be stated at this point that the personal data of college students are not disclosed to third parties and are in no way publicized or in any way exploited. This information is only used to the extent that it is strictly necessary for the college to fulfill the terms and conditions of the services provided.

The college ensures by appropriate measures the exclusion of loss, damage or destruction of data and property of students placed under its custody or possession. In the event of material or data being destroyed or forfeited under the responsibility of the college or communicated without the consent of the person concerned, the management, through its competent bodies, shall inform the person concerned and arrange for compensation for any damage that may have been caused.

In addition, the college, through the operation of the library and in particular the lending process, also manages the material of other libraries.

Handling, Storage, Preservation and Delivery

All data relating to the service provided by the college to its students and directly related to each student's course (e.g. grades) are managed and maintained safely, both in databases, as well as physical records, and before they are delivered to the students, the necessary checks are carried out according to the processes included in the Quality Management System

The Directors and the Heads of Departments ensure that the above practices are followed by all personnel in their area of responsibility. All college staff follow the rules and best practices for handling and safe retention of data in the implementation of processes.

The methodology, responsibilities and documents required are covered in more detail in documented manuals, regulations, procedures, policies and guides.

9. MEASUREMENT, ANALYSIS AND IMPROVEMENT

9.1. General

The College has established the necessary measurements and indicators in order to:

 a. demonstrate that its services comply with the established requirements

 b. ensure that the Quality Management System is always up to date and designed to meet the needs and expectations of students as well as the legislation requirements

 c. ensure that the effectiveness of the Quality Management System is continuously improving

9.2. Monitoring and Measurement

Measuring Students' Satisfaction

The College collects information regarding the satisfaction of its students so that it continuously improves the quality of the curricula it provides and adapts the Quality Management System according to their changing needs.

The information is recorded in questionnaires, which are distributed to students following the completion of each course (including internship), in accordance with the provisions of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education.

In addition, to ensure the satisfaction of the students, the institution has established a Complaints Management process, through which it manages all complaints from its students.

Measuring the Performance of the Quality Management System

In order to systematically check the compliance of the Quality Management System, internal audits are carried out by the Internal Quality Committee at planned intervals. These audits ensure the correct implementation of the System and identify possible weaknesses so that it can be continually improved.

The frequency of audits is determined by considering the status and importance of the processes and areas to be audited, as well as the results of previous audits. Irrespective of this, every aspect of the management system is inspected at least once a year.

Internal audits are carried out by appropriately trained personnel, independent of the activity being audited, in accordance with the documented procedures.

The results of the audits are recorded and communicated by the Internal Quality Committee to the College Council and the staff directly responsible for the review of the Quality Management System and the implementation of appropriate corrective and preventive actions. The implementation and effectiveness of corrective and preventive actions is verified and recorded in the framework of surveillance audits. The institution maintains a documented procedure for conducting internal audits.

Measuring Process Performance

The College systematically sets appropriate indicators to measure the effectiveness of processes

that make up the Quality Management System. These indicators are monitored and discussed by the Management during the management review meetings and are subject to review at the next system review.

Control of Quality of Services Provided

During the course of implementation of the study at the institute, the student, through the regular completion of satisfaction questionnaires per course, enables the management of the College to check the quality of the curricula provided at regular intervals.

9.3. Control of Non-Conformities

Inevitably, during any process, there is the possibility of providing services that do not fully comply with the specified requirements of both the student and the Quality Management System, as well as the applicable legal and regulatory requirements. In such cases, a non-conformance report is raised and managed in such a way as to reduce or avoid as far as possible the effects of the non-conformance.

The above is further analyzed in a relevant documented procedure of the Quality Management System for the handling of Non-Conformances. Relevant non-conformities are recorded in the quality records in accordance with the documented procedure for Control of Records.

9.4. Data Analysis

CBS has defined a series of data collected during the implementation of the Quality Management System which are then analyzed and evaluated in the framework of the Management Review of the Quality Management System.

These data provide, inter alia, information on student satisfaction, process characteristics and trends, supplier performance, etc.

9.5. Continuous Improvement

Submission of Improvement Proposals

During the management reviews, the performance of the System is assessed, measures are proposed to improve it and, if necessary, the policy and quality objectives are redefined.

CBS continuously improves the effectiveness of the Quality Management System through the application of the Quality Policy, Quality Goals, Internal and External Audits, Data Analysis, Corrective and Preventive

Actions and Review by Management. In addition, each employee can make suggestions for improving the Quality Management System or the overall operation of CBS.

**Implementation of Corrective and/or Preventive Actions**

Effective implementation of the Quality Management System is directly dependent on mechanisms which monitor and evaluate its performance. In this context, CBS has developed systems for analyzing and solving existing and expected problems with the implementation of the Quality Management System. In addition, CBS has established procedures for recording, investigation, evaluation and effective resolution of all complaints from its students.

The principle of the institution is to identify and eradicate the root causes of the problems and not to apply epidermal solutions to treat the symptoms. The implementation and effectiveness of corrective and preventive actions is closely monitored by the Internal Quality Committee, and the relevant data are periodically submitted to the School Council for the review of the Quality Management System.

The steps for submitting improvement proposals and implementing corrective and/or preventive actions are described in detail in the documented Corrective and Preventive Action procedure.

The methodology, responsibilities and documents required are covered in more detail in documented manuals, regulations, procedures policies and guides.

APPENDIX I: ORGANISATIONAL STRUCTURE
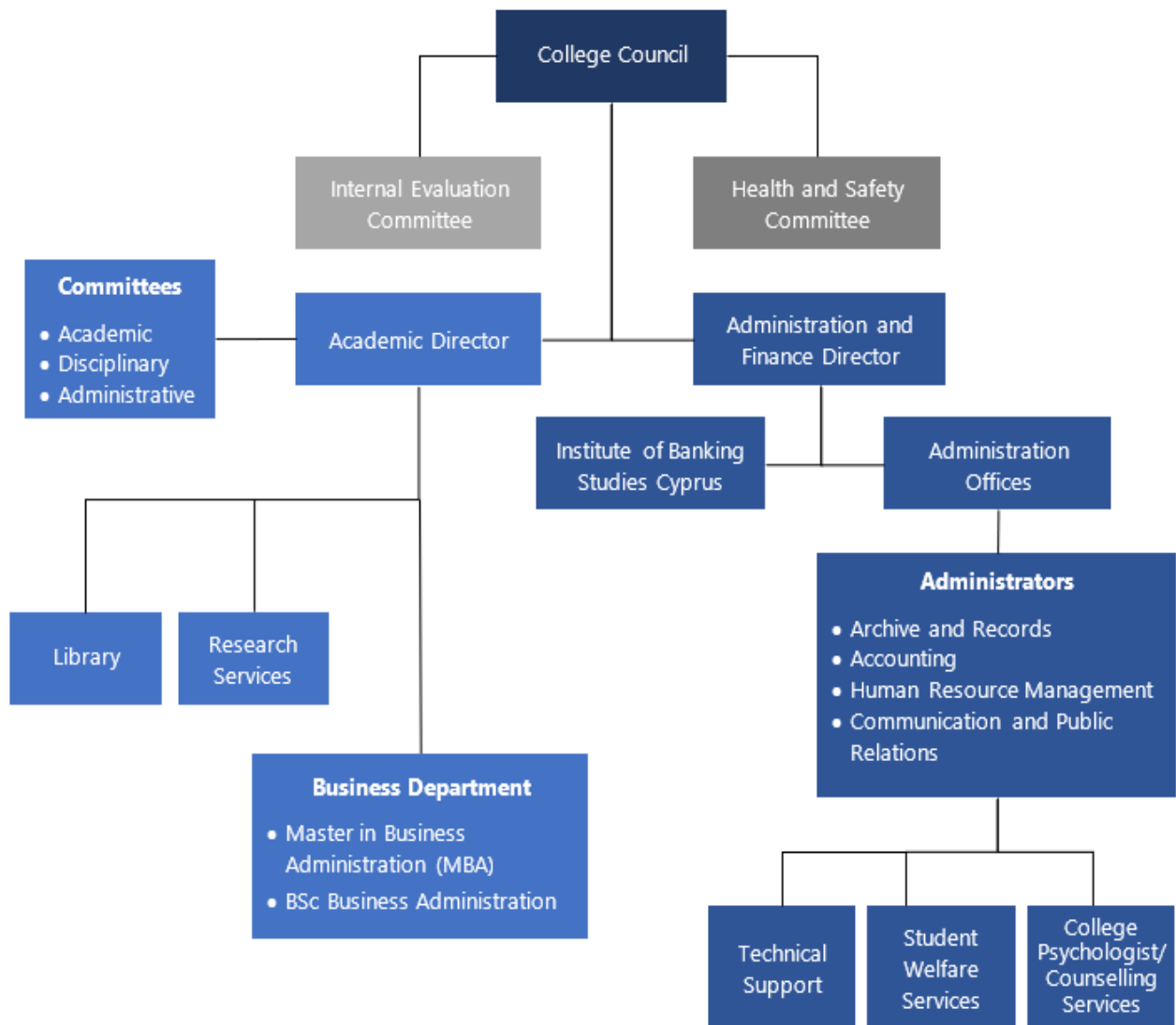
APPENDIX II: PROCESS FLOW DIAGRAM