

# Quality Assurance Manual (QAM-01)

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Approved by:

Signature:

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## CHANGE HISTORY

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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

## 1. PRESENTATION OF C.B.S.

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### General Information for the College of Business Studies (C.B.S.)

**The Private School of Higher Education CBS** - College of Business Studies, was founded as a natural extension of the **Institute of Banking Studies Cyprus (IBS Cyprus)** extending its offer to the field of academic education.

The Institute of Banking Studies Cyprus (IBS Cyprus) is an organization which offers professional training and education. It is the only approved carrier which offers educational programs of the American Bankers Association outside the USA with perspectives of expanding to Europe and Asia. Its mission is to offer quality and internationally established and recognized business qualifications and corresponding diplomas, in the business community, contributing thus in its economic and social development. It was established by carriers and counter-foils of Cyprus, in cooperation with relevant carriers abroad and started working in October 2004. Until today more than 2000 students have graduated, who work in financial institutions and other business in Cyprus and abroad.

### Vision and Mission

**CBS Higher Education School**, aspires to develop into a contemporary and innovative college capable of offering education and research of high level in important fields in the area of finance and companies.

Having its orientation, the obtaining of professional diplomas, the college has the ambition to become an important aid of the state in problems it faces in the fields of finance and businesses. Through its functioning the college completes the gaps which still exist in the area of higher education in Cyprus.

The offer of all the necessary knowledge and requirements to its students is the **Mission of CBS College**, for their future success in academic, professional and personal life.

### Basic Aims

The design of the College programs of studies is directed to the following basic aims:

- The supply of a high-level academic education, taking into consideration the contemporary tendencies, not only in the field of higher education but also in issues taught within the framework of the institution.
- High scientific, technical and professional sufficiency in its students' education.
- High quality research which will be able to exceed fruitfully the traditional boundaries between the basic and the applied research, in order to offer solutions to important problems of society and economy.
- Cooperation with the local business community and economy so that it contributes to the attempt for innovation and continuous progress of the programs of studies.

### 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).

### Academic Director

- Accounting and Finance Department
- Business Department
- Research Services
- Library

## Director of Administration and Finance

### School Secretarian

- Administrative staff of Archive and Records, Accounting Department, Human Resources, Communication and Public Relations.
- Student Welfare Services
- Technical Support

### Institute of Banking Studies

### 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's Council is the highest agent of the school, rules the school and advises the owner as well as the Academic Director of the school for every issue that concerns:**

- The timetables and the academic programs of the fields of study
- The educational programs of the fields of study of the college
- The admission, promotion and graduation criteria of the students of the college
- Amendments and improvements of the Internal Regulation of the School
- The way the school works including the appointment of different committees
- The formation of a policy for issues concerning the school and
- Any other issue which is referred to by the school owner

The College Council confirms that the decisions it takes are always taken having in mind the academic freedom, the freedom of the students' thought, maintaining high quality of services and the well-meaning interest of the students. The Council also makes sure that its decisions do not contradict the law for higher education schools 67(I) of 1996 to 2013 and the data of approval of the school by the Ministry of Education and Culture, and the instructions and regulations of European Union.

The College Council meets at least once every six months and on special cases when it is called by the owner. The suggestions of the Board are an important guidance for the College owner, the Academic Director and the Administrative Staff. The Academic Director of the College presides over the Council. The meetings are called by the owner. The Council decides by majority. For the existence of a quorum and the decision making the presence of at least three members is essential. In case of an equal division of votes the owner's representative has the overriding vote.

**The composition of the College's Council is the following:**

- Owner Representative: 1
- Academic Director: 1
- Heads of Departments: 2
- Students' Representative: 1
- Member: 1

**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
1. **The Academic Committee is responsible for all the academic issues and more specifically:**

- Admission conditions
- Programs of Study
- Teaching Methods
- Terms and exams procedure
- Promotion and graduation conditions
- Examination and review of material
- Academic calendar
- Academic issues

The Academic Committee meets regularly at least twice a year and whenever it is needed. The Chairman of the Academic Committee is the Academic Director and the Heads of the Departments follow, three representatives by the Teaching Staff Association, the Secretary who is responsible for the registrations, applications, certificates and a students' representative. During the sessions proceedings are kept.

2. **The Administrative Committee** deals with administrative issues of the school and makes suggestions on issues that concern the college policy on the following issues:

- Student organizations (Φοιτητικές Οργανώσεις)
- Managing Finances
- Library, Computers' Room and terms of use
- Student Welfare Services / Accommodation
- Students' safety
- Miscellaneous

The Administrative Committee meets at least four times a year. Exceptional meetings can be held whenever it is considered to be necessary. The members of the Committee are the following:

- Academic Director
- Director of Administration and Finance
- Head of Human Resources Department
- One representative of the Academic personnel
- A student representative

3. **The Disciplinary Committee** undertakes all the issues that relate to discipline and the correct function in the College. More specifically the Disciplinary Committee deals with discipline problems and students' offenses and which are submitted to it by the Academic Director, the Head of the Department of Studies and the teaching personnel.

The Disciplinary Committee meets when necessary and in cases of students' offences. The Chairman of the Disciplinary Committee is the Academic Director and consists of the following members:

- Academic Director
- Communication and Public Relations Officer
- Two representatives of the Teaching Staff
- A students' Representative

4. **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.**

**In more detail the Internal Quality Assurance Committee** coordinates the preparation of self-

assessment in relation to the External Assessments which concern the Institution, according to standards that apply for the said reports which are determined and issued by the Carrier based on the criteria and the quality indicators that are provided in the provisions of Law 136 (I) 2015 regarding the external evaluations. It meets regularly at least each semester. In general reports of the Internal Assessment there is reference made to the internal mechanisms of quality management that the institution has enacted and to any improvements at these mechanisms which were introduced during the period that follows the submission of the previous General Internal Evaluation Report.

### **Responsibilities of the Internal Quality Committee**

**The CBS College Internal Quality Committee is responsible for the application of the standards below which are provided by article 12 of law 136(I) 2015:**

- a) Commitment for cultivating perceptions and behaviors which recognize the importance of quality and its assurance for the performance of its work.
- b) Policy implementation and the corresponding procedures for the assurance of quality and the levels in relation to the programs of study it offers and the qualification it gives.
- c) Function of typical mechanisms for the approval, monitoring and periodic reevaluation and where needed review of the programs of study offered and the qualifications it gives.
- d) Concern for the students Evaluation based on published criteria, rules and procedures applied with consistency.
- e) Holding the necessary qualifications and the abilities needed by the teaching personnel in relation to the teaching work which it has to deal with, as well as the elements which document the degree of efficiency of its professors.
- f) Sufficiency of learning resources and appropriateness for every program of studies offered for purposes of supporting the process of the students' learning.
- g) Collection, analysis and use of all data that relate to the effectiveness of handling the programs of studies offered and the rest of the educational activities.
- h) Publicity, in a written and electronic way, at regular intervals, informed, impartial and objective evaluation in relation with the programs of studies offered and with the diplomas which it gives for purposes of ensuring internal quality.
- i) The Internal Quality Committee cooperates with the School Board and the Research Department of CBS when necessary.

### **The composition of the Internal Quality Committee**

The College's Academic Director presides the Internal Quality Assurance Committee. The Board appoints three (3) members from the teaching personnel who have important scientific work to do and extended academic experience that preferably covers and to the extent that this is possible, experience on procedures of assuring quality. It is equally important to have two (2) members with specialization on issues of assuring quality, one (1) representative of the administrative personnel who is defined by the student representative who is elected by the Council, and one (1) students' representative who is elected by undergraduate students. The duration of the Internal Quality Committee terms of office is four (4) years.

### **Ensuring transparency on taking decisions by the institutions of the Foundation**

Basic principle of our college is the transparency principle which is enabled through the publicity of all the decisions of the Council and of the College committees. All the decisions that concern the studies organization, the number of registered students, the logistics infrastructure and the whole of services will be published, so that each student or academic is fully informed for anything that concerns him.

### **The Academic Personnel**

For the perfect training of the programs of studies which will be offered by the College sufficient academic



personnel has been employed. The College is staffed by academics who come from scientific fields mostly of Economics – Financial, Accounting, Business Administration, Law and Marketing. The academic personnel which have been chosen, has high academic distinctions and teaching experience in universities and institutions of higher education in Cyprus and abroad. They are all acclaimed in the field they teach having distinctions and great research which is referred to in their biographies.

At the same time the teaching needs of the College are covered by visitor- professors, by special scientists and special teaching personnel.

## 2. QUALITY POLICY STATEMENT

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C.B.S.'s policy is to offer high-level education and research in cutting-edge disciplines and to become a modern and innovative College. The commitment of C.B.S. 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, taking into account 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 the academic recognition of the programs of study and the qualifications offered
- The compliance with legal and regulatory requirements concerning the college, taking into account 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 website and within the college premises. Furthermore, we ask through questionnaires their views on our 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.

C.B.S. 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.

## 3. INTRODUCTION

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### 3.1 Purpose and Scope

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

This manual aims to describe the Quality Management System implemented by C.B.S. 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 C.B.S. 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 key college staff.

### 3.2 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

### 3.3 Organization of the Manual

The Requirements Section of the Quality Assurance Manual is organized into five sections (4.0 to 8.0) 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.

#### 3.3.1 Revision and Control of the Manual

- a) 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.
- b) 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.
- c) 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 Chapter C (Change History), which will provide a short description of the change
- d) Revisions of this the manual will be numbered (Rev. 0, 1, 2 etc.) until a new issue of the manual is decided.
- e) 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 Chapter C.
- f) 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.

## 4. QUALITY MANAGEMENT SYSTEM

### 4.1 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.

1. The Management of C.B.S. 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.
2. These processes shall be managed in accordance with the requirements of international quality standards and the applicable legal and regulatory requirements.
3. The Internal Quality Committee has the responsibility to coordinate, monitor and control the implementation of the system.

### 4.2 Documentation of the Quality Management System

#### 4.2.1 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:

**a) Quality Policy Statement**

The Quality Policy contained in this manual (Chapter 2.0) 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.

**b) 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.

**c) 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.

**d) 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.

**e) External Documents (Standards, Legislation, 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..

**f) Other documentation**

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

**g) Records**

Records are maintained according to section (4.2.4)

## 4.2.3 Control of records

### 4.2.3.1 General

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

### 4.2.3.2 Control of System Documentation

- a) 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.
- b) 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.
- c) 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.
- d) Changes are specified where possible in the text of the document or in appropriate attachments (e.g., identifying changes and current revision status).
- e) 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.
- f) Documents and data may be in any form or type of medium, including paper or computer versions.

## 4.2.4 Records

- a) The Internal Quality Committee shall ensure that the records required for the operation of the quality management system are established and maintained. The responsible staff / service 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.
- b) Records are established and maintained to substantiate the effective operation of the institution's system and as a 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.
- c) The records maintained are legible and can be readily identified, detected and retrieved. They are held in ways that prevent loss, damage or wear.
- d) 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.
- e) 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.

### 4.3 Methodology, responsibilities and documents

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

- Administration Procedures Manual

## 5. MANAGEMENT RESPONSIBILITY

### 5.1 Management Commitment

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

- a) communicating to staff the importance of meeting the requirements of all stakeholders concerned, as well as legal and regulatory requirements,
- b) the establishment of quality policy
- c) ensuring that objectives and targets are set for the quality and safety of staff and students
- d) conducting management reviews,
- e) ensuring the availability of learning resources.

### 5.2 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 C.B.S. 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 programs of study and the Internal Regulations of the School.

### 5.3 Quality Policy Statement

- a) The quality policy statement is documented in chapter (2.0) of 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.
- b) 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.
- c) This policy includes a commitment to comply with requirements and to continually improve the effectiveness of the quality management system.
- d) The Internal Quality Committee ensures that this policy is communicated within the college, is understood, implemented and maintained at all levels of the organization.

### 5.4 Design

#### 5.4.1 Setting Measurable Targets

The Management of C.B.S. has set the general quality objectives in the Quality Policy Statement. Taking into account 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
- Number of Supporting Personnel / Number of Students
- Number of research papers

- Graduate Graduation Percentage
- Student Employer 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.

### 5.4.2 Design of the Quality Management System

The Top Management of C.B.S. 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.

## 5.5 Responsibilities, authorities and communication

### 5.5.1 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.

- a) 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.
- b) 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 be referred to their immediate supervisor for a decision.
- c) The organizational structure of the college, where the relations of the staff are defined, is shown in Appendix I to this manual.
- d) 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 (see Chapter 6.2).
- 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.

### 5.5.2 Management Representative

1. 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 replaces him.
2. 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.
3. The Management Representative reports to the Senior Management on the effectiveness, suitability (system performance) and the necessary improvements of the system
4. The Management Representative has the responsibility to ensure that all staff is informed of the requirements of all interested parties.
5. The Management Representative has the responsibility to ensure effective internal communication on matters relating to the effectiveness of the system.
6. In addition to the responsibilities and authorities mentioned in other sections of this manual, the Management Representative has the power and authority to:
  - Take actions to prevent the occurrence of non-conformances associated with the management system,
  - Recognizes and records any problems associated with the management system,
  - Suggests and provides solutions to issues related to the management system through the communication channels available at the college,
  - Verifies the implementation of proposed actions,
  - Supervises and monitors the overall management of non-conformities and their effective treatment and resolution.

### 5.5.3 Health & Safety at Work

1. 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.
2. The Committee will have a consultative role and provide to 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 regularly at least once every three months 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.

#### 5.5.4 Internal Communication

The School 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.

1. 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.
2. 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.

### 5.6 Management Review

#### 5.6.1 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 chapter (4.2.4).

#### 5.6.2 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 of 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

### 5.6.3 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.

## 5.7 Methodology, responsibilities and documents

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

- Administration Procedures Manual
- Internal Regulations of the School
- Regulation and Research Services Procedures
- Study Guide of the School
- Department Manuals

## 6. MANAGEMENT OF LEARNING RESOURCES

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### 6.1 Availability of Resources

**6.1.1 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.

### 6.2 Human Resources

#### 6.2.1 General

The Senior Management recognizes that all staff that performs tasks that may affect the operation of the quality system, as well as the quality of services and the safety of employees, 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 provides the necessary resources to ensure that the defined requirements are met.

#### 6.2.2 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 a 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.

In order to assure the quality of the learning process, the college organizes annually a series of seminars for newly recruited staff using both senior staff and external experts to help new academics to acquire skills that will help them become effective. A peer-to-peer monitoring system will be implemented to monitor progress. In addition, new teaching staff is required to attend seminars on new developments in learning technologies and on how to integrate these developments into teaching.

### 6.3 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
- b) Adequately staffed library
- c) Technology infrastructure (both hardware and software)
- d) Support infrastructure for disabled students and students with learning difficulties
- e) Support services (such as student welfare and academic support)

The collection of the library includes books, magazines, 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

## 6.4 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.

## 6.5 Methodology, responsibilities and documents

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

- Administration Procedures Manual
- Internal Regulations of the School
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## 7. IMPLEMENTATION OF SERVICES

### 7.1 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 (see chapter 4.1).

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

- a) (a) the quality objectives and the requirements for the programs of study
- b) (b) the need to establish processes, documents, and resource allocation
- c) (c) the required verification, validation, monitoring and control activities, as well as the criteria and procedures for the admission of students
- d) (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.**

### 7.2 Student Requirements Review

1. 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 C.B.S. (e.g., services to the students).
2. The determination and review of these requirements shall take into account the requirements of the applicable legislation as well as any regulations of the Ministry of Education and the institution itself.
3. 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.
4. 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.

### 7.3 Design and Development of New Services

The framework for the provision of academic education services by C.B.S. to its students is mostly determined by the applicable legislation and regulations, which are taken into account 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 re-designing the education service provided.

Nevertheless, C.B.S. 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

## 7.4 Purchasing

### 7.4.1 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:

- the importance of subcontracting / procurement to the compliance of the product with the requirements
- the impact of the purchased product / services on the implementation of the college services
- the performance of the supplier
- 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-evaluating 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 of Chapter 4.2.4.

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.

### 7.4.2 Services provided by External Associates

1. 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.
2. 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.

### 7.4.3 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.

1. Authorized personnel shall carry out the specified checks on all incoming products /services prior to their use / acceptance, in accordance with the documented procedures.
2. 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.
3. The type and extent of the control exercised 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.
4. Records of inspection results shall be kept to demonstrate compliance with the defined requirements.

## 7.5 Provision of Services

### 7.5.1 Implementation of Services Provided

C.B.S. 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 (see chapter 4.2.4), 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.

### 7.5.2 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.).

### 7.5.3 Management of Student Property and Personal Data

1. 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.
2. 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.
3. 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

4. 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.
5. 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.
6. In addition, the college, through the operation of the library and in particular the lending process, also manages the material of other libraries.

#### **7.5.4 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 follows the rules and best practices for handling and safe retention of data in the implementation of processes.

### **7.6 Methodology, responsibilities and documents**

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

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## 8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

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### 8.1 General

The Management of C.B.S. has established the necessary measurements and indicators in order to:

- demonstrate that its services comply with the established requirements
- 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
- ensure that the effectiveness of the Quality Management System is continuously improving

### 8.2 Monitoring and Measurement

#### 8.2.1 Measuring Students Satisfaction

C.B.S. 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.

#### 8.2.2 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 taking into account 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 School 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.

#### 8.2.3 Measuring Process Performance

C.B.S. 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.

#### 8.2.4 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 C.B.S. to check the quality of the curricula provided at regular intervals.

## 8.3 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 analysed 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.

## 8.4 Data Analysis

C.B.S. 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.

## 8.5 Continuous Improvement

### 8.5.1 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.

C.B.S. 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 C.B.S.

### 8.5.2 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, C.B.S. has developed systems for analyzing and solving existing and expected problems with the implementation of the Quality Management System. In addition, C.B.S. has established and applies procedures for the recording, investigation, evaluation and effective resolution of all complaints from his 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.

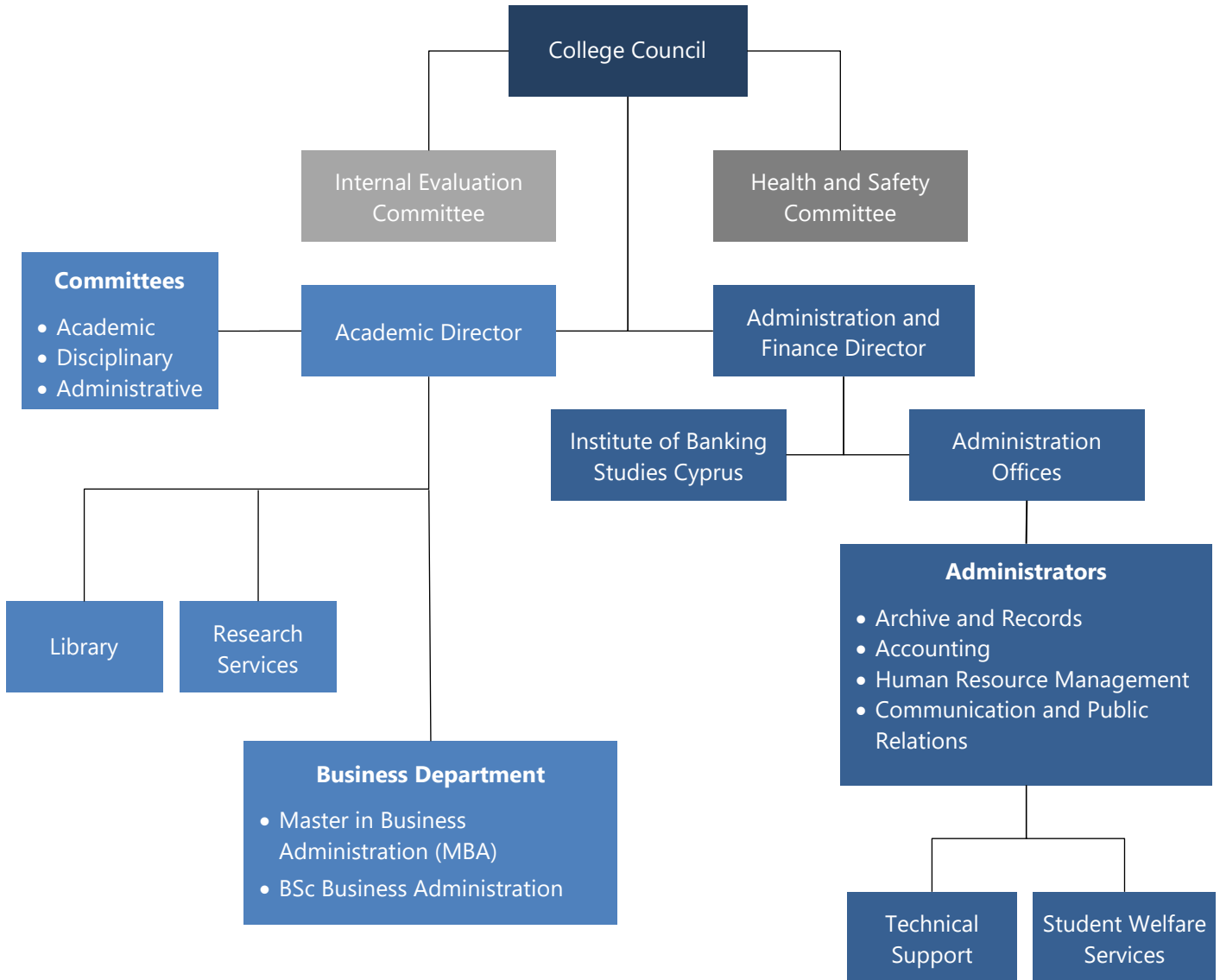
## 8.6 Methodology, responsibilities and documents

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## APPENDIX I - C.B.S. ORGANISATION STRUCTURE



## APPENDIX II - PROCESS FLOW DIAGRAM

