

# 2025 Sharing Information on Progress (SIP) Report

University of Nicosia

September 2025

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## About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

**Antonio Guterres**

Secretary-General (2017 - Present)

United Nations

”

## Principles of PRME



### Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



### Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



### Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



### Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



### Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



### Practice

We adopt responsible and accountable management principles in our own governance and operations.



### Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

## The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





# Getting Started

This section provides foundational information about University of Nicosia, including key details and basic institutional data.

## Mission

### University of Nicosia (UNIC) - Mission

**"To help students become educated individuals, achieve their academic and professional goals and assume responsible roles in a changing world of European cooperation and global interdependence; to promote research and the generation of knowledge; to be of service to society through the dissemination and application of knowledge, as well as through innovative partnerships with business and civic society institutions."**

UNIC's mission directly supports the **United Nations Sustainable Development Goals (SDGs) and the Principles for Responsible Management Education**. Our commitment to helping students assume "responsible roles" aligns with SDG 4 (Quality Education) and reflects our dedication to developing ethical leaders who understand their impact on society and the environment.

The emphasis on "European cooperation and global interdependence" connects to SDG 17 (Partnerships for the Goals) and demonstrates our recognition of the interconnected nature of contemporary challenges. Our focus on research and knowledge generation contributes to multiple SDGs by advancing understanding of sustainable business practices, social responsibility, and environmental stewardship.

Through our partnerships with business and civic society institutions, we foster collaborative approaches to addressing societal challenges, supporting innovation in sustainable development, and promoting responsible management practices. This mission framework guides our integration of sustainability, ethics, and social responsibility across all academic programs and research initiatives.

### Institutional Foundation for PRME Implementation

Our mission is grounded in **core institutional values** that directly support responsible management education:

- Ethical behavior and civic responsibility form the foundation of our educational approach, ensuring graduates understand their obligations to society
- Sustainability of resources is explicitly integrated into our institutional philosophy, supporting environmental stewardship and responsible resource management
- Multi-cultural awareness and tolerance prepare students for global citizenship and cross-cultural leadership in international business contexts
- Entrepreneurship and innovation are fostered within frameworks of social responsibility and sustainable development

Our commitment to interdisciplinary exchange of knowledge enables comprehensive approaches to complex global challenges, while our emphasis on international standards ensures our responsible management education meets global best practices. Research focusing on environmental sustainability and contemporary societal challenges, combined with extensive public service activities, demonstrates our practical commitment to applying PRME principles beyond the classroom.

Source: <https://www.unic.ac.cy/unic-at-a-glance/the-universitys-mission/>

*The UNIC School of Business Mission Statement:*

*"The UNIC School of Business educates effective leaders who will successfully manage and guide organizations, impacting societies in a sustainable manner, driven by, and contributing to, accelerating technological change."*

The UNIC School of Business mission statement reflects a comprehensive commitment to the UN Sustainable Development Goals through its emphasis on developing "effective leaders who will successfully manage and guide organizations, impacting societies in a sustainable manner." This mission directly aligns with the PRME framework and demonstrates how business education can serve as a catalyst for achieving global sustainability targets.

## **Core Mission Elements and SDG Connections**

### **Effective Leadership Development**

#### **Supporting SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth)**

Our commitment to educating "effective leaders" encompasses more than traditional business skills. We prepare leaders who understand their responsibility to create positive societal impact while driving economic growth. Through our comprehensive BBA programs spanning Finance and Economics, Management and Human Resources, Marketing and Digital Media, and Entrepreneurship and Innovation, we develop leaders equipped to navigate complex global challenges while maintaining ethical standards and sustainable practices.

### **Organizational Management and Guidance**

#### **Supporting SDG 9 (Industry, Innovation and Infrastructure) and SDG 12 (Responsible Consumption and Production)**

The mission's emphasis on leaders who "successfully manage and guide organizations" reflects our understanding that effective management in the 21st century requires integration of sustainability principles into core business operations. Our programs in Management Information Systems,



Accounting, and specialized areas like Energy, Oil & Gas Business prepare students to lead organizations that operate responsibly within planetary boundaries while driving innovation and infrastructure development.

## **Sustainable Societal Impact**

### **Supporting SDG 1 (No Poverty), SDG 10 (Reduced Inequalities), and SDG 11 (Sustainable Cities and Communities)**

The phrase "impacting societies in a sustainable manner" explicitly acknowledges business's role in addressing societal challenges. This commitment is reflected in our programs such as:

- - **Hospitality Management:** Preparing managers who can balance economic success with environmental stewardship and community development
  - **Business Administration specializations:** Integrating social responsibility across all business functions

## **Technology and Innovation Leadership**

### **Supporting SDG 9 (Industry, Innovation and Infrastructure) and SDG 17 (Partnerships for the Goals)**

Our mission recognizes that leaders must be "driven by, and contributing to, accelerating technological change." This forward-looking perspective is embodied in our cutting-edge programs:

- - **Blockchain and Digital Currency (MSc):** Preparing leaders for sustainable financial innovation
  - **Metaverse (MSc):** Developing expertise in emerging technologies with potential for positive societal impact

## **Vision**

### **University of Nicosia (UNIC) - Vision**

**"The University of Nicosia aspires to be a leading contributor to excellence in education and research."**

UNIC's vision reflects our commitment to achieving excellence through responsible management education that addresses global sustainability challenges. As a leading contributor to education, we integrate the Principles for Responsible Management Education into our curricula, ensuring that students develop competencies in ethical decision-making, sustainability awareness, and social responsibility.

Our aspiration for excellence in research encompasses investigations that advance understanding of sustainable business practices, corporate social responsibility, and innovative solutions to environmental and social challenges. This research excellence contributes to multiple SDGs, including SDG 4 (Quality Education), SDG 8 (Decent Work and Economic Growth), and SDG 12 (Responsible Consumption and Production).

By positioning ourselves as a leading contributor, we acknowledge our responsibility to influence positive change in management education and to serve as a model for other institutions. This vision drives our continuous improvement in developing responsible leaders who can navigate complex global challenges while creating value for all stakeholders.

### **Excellence Through International Collaboration and Societal Impact**

Our vision of leadership in education and research is realized through international partnerships that enhance cross-cultural understanding and global perspectives essential for responsible management. Strategic collaborations with leading universities worldwide, as well as with substantial accreditation organisations such as the AACSB, and joint degrees with premier Greek institutions, demonstrate our commitment to international standards in responsible education.

Excellence in research is evidenced through our focus on environmental sustainability, complex networks, and contemporary global challenges, addressing issues with both local relevance and global impact. Our cutting-edge research in Educational Technology, Virtual and Augmented Reality, and Artificial Intelligence is conducted within frameworks of ethical consideration and societal benefit.

As a leading contributor, we extend our impact beyond traditional academic boundaries through comprehensive public service, including the Citizen's Free University, international conferences, and community engagement initiatives. This commitment to making Cyprus an international education centre reflects our vision of educational excellence that serves broader societal transformation and sustainable development.

Source: <https://www.unic.ac.cy/unic-at-a-glance/the-universitys-mission/>

## **Strategy**

### **University of Nicosia - Sustainability Strategy**

### **University of Nicosia - Sustainability Strategy**

## Strategic Vision and Institutional Commitment

The University of Nicosia has established itself as a regional leader in sustainability through its comprehensive **Sustainability Strategy 2024-2029**, developed under the leadership of the Office of the Senior Vice Rector. As Cyprus's largest university, serving over 11,500 students and employing more than 1,000 faculty and staff, UNIC recognizes its significant responsibility to model sustainable practices and contribute to global sustainability goals.

Our institutional vision is clear: **to become the region's most cost-effective, environmentally friendly, and sustainable institution of academic excellence**. This commitment extends beyond traditional "green" initiatives to encompass a holistic approach that balances environmental, social, and economic sustainability across all university operations.

## Four Strategic Pillars

### 1. Research and Innovation Excellence

UNIC has positioned research and innovation as the backbone of its sustainability approach, focusing on knowledge exchange and innovative solutions that benefit both the university and wider society.

Our research strategy encompasses four key dimensions:

- **Sustainability-Focused Research:** All research units, academies, laboratories, and research centers contribute to finding solutions for sustainable future challenges, directly supporting **SDG 9 (Industry, Innovation and Infrastructure)** through our collaborations with the Cyprus Research and Innovation Foundation and the Deputy Ministry for Research, Innovation, and Digital Policy
- **Innovation for Impact:** Beyond traditional research, we emphasize knowledge exchange with transformative impact, working closely with local and international businesses and governments to advance **SDG 8 (Decent Work and Economic Growth)** through sustainable economic development
- **Sustainable Research Practices:** We promote minimum waste and energy-efficient research procedures while addressing the unique challenges of Cyprus as an island nation, contributing to **SDG 12 (Responsible Consumption and Production)** through reduced travel emissions and sustainable research methodologies
- **Equitable Research Funding:** Our internal grant system, including the annual Seed Grant program (up to €20,000 per proposal), prioritizes early career researchers and ensures fair distribution across all disciplines, supporting **SDG 10 (Reduced Inequalities)** in academic opportunities

### 2. Community Engagement and Stakeholder Collaboration

UNIC's commitment to sustainability extends beyond campus boundaries through active engagement with local stakeholders. We maintain a collaborative model that incorporates feedback from NGOs, businesses, governmental authorities, and the City of Nicosia, directly advancing **SDG 17**

**(Partnerships for the Goals)**. Key initiatives include:

- **Local Community Hub:** Providing a platform for industry, social initiatives, and research collaboration that supports **SDG 11 (Sustainable Cities and Communities)** through our dedicated partnership with the City of Nicosia
- **Government Advisory Role:** UNIC researchers serve as advisors to policymakers on national security, health management, and environmental policy, contributing to **SDG 16 (Peace, Justice and Strong Institutions)** through evidence-based policy recommendations
- **City of Nicosia Partnership:** Dedicated commitments to supporting the city's sustainability goals through research, consultation, and community engagement, establishing UNIC as both a research hub and events center

### 3. Educational Integration and SDG Promotion

Our educational approach integrates sustainability across all academic programs while maintaining academic freedom and excellence, directly supporting **SDG 4 (Quality Education)**:

- **Curriculum Integration:** Sustainability coordinators in each department ensure systematic integration of sustainable practices into teaching and learning, with annual reporting requirements to track progress across all disciplines
- **Interdisciplinary Learning:** Promoting critical thinking and interdisciplinary approaches through partnerships such as our 2020-2021 European Commission collaboration, preparing students for complex sustainability challenges
- **Student Engagement:** Establishing a Student Sustainability Society and incorporating student feedback into sustainability initiatives, ensuring **SDG 5 (Gender Equality)** through inclusive participation and our commitment to free UN courses like 'I Know Gender 1-2-3'
- **Professional Development:** Offering internationally recognized certifications and UN courses to enhance knowledge across the university community, supporting lifelong learning principles

### 4. Carbon Neutrality and Operational Excellence

UNIC has set ambitious targets for environmental performance, with concrete plans for achieving carbon neutrality that directly advance **SDG 13 (Climate Action)**:

- **2030 Target:** 40% reduction in emissions by 2030, with specific focus on transitioning from fossil fuel dependency
- **2038 Goal:** Complete carbon neutrality by 2038 through renewable energy adoption including solar and wind power generation

- **Operational Reforms:** Comprehensive strategies for energy efficiency, waste reduction, sustainable procurement, and digital transformation supporting **SDG 12 (Responsible Consumption and Production)**

## Implementation Framework

### Governance Structure

The **Sustainability Task Force**, led by the Office of the Senior Vice Rector, ensures effective implementation across all university operations. The Task Force includes representatives from:

- Research and Innovation Office
- Human Resources
- Student Services and Student Affairs
- Facilities and Health & Safety
- School Representatives
- Student Sustainability Society

### Monitoring and Accountability

UNIC maintains robust monitoring mechanisms through:

- **Annual Sustainability Reports:** Comprehensive progress tracking with public availability, supporting **SDG 16 (Peace, Justice and Strong Institutions)** through transparency
- **Biannual Task Force Meetings:** Regular assessment and strategy refinement during the last two months of Fall and Spring semesters
- **Departmental Reporting:** Annual sustainability reports from each department and school, submitted by June 31st each year
- **Key Performance Indicators:** Systematic measurement of progress toward sustainability goals with biannual reporting requirements

## Operational Sustainability Initiatives

### Energy and Infrastructure - Supporting SDG 7 (Affordable and Clean Energy)

- **Renewable Energy Transition:** Plans for solar, wind, and other renewable energy sources to replace current fossil fuel dependency, with solar panels already implemented for water heating
- **Building Efficiency:** Energy reduction targets and sustainable construction standards through the comprehensive Energy and Buildings Strategy
- **Digital Transformation:** Moving toward paperless operations by 2030, significantly reducing printing and investing in electronic filing systems

### Sustainable Food Systems - Supporting SDG 2 (Zero Hunger) and SDG 12 (Responsible Consumption and Production)

- **Meat-Free Mondays:** Promoting sustainable food choices through reduced-cost healthy options in campus restaurants including UNIC Gallery Restaurant and Coffeeology 101

- **Local Food Production:** Exploring on-campus food growing and organic product development for wider market distribution
- **Waste Reduction:** Replacing single-use plastics with biodegradable alternatives in alignment with Republic of Cyprus and EU policies
- **Food Security Awareness:** Labeling organic and sustainable foods to promote understanding of global food security challenges

## **Procurement and Supply Chain - Supporting SDG 12 (Responsible Consumption and Production)**

- **Sustainable Sourcing:** Prioritizing suppliers committed to sustainable practices through our comprehensive Procurement Strategy
- **Supply Chain Monitoring:** Ensuring ethical practices throughout procurement processes with reduced emissions monitoring
- **Training and Awareness:** Educating staff and faculty on sustainable purchasing practices and eliminating unsustainable procurement behaviors

## **Specific SDG Contributions**

### **Health and Well-being (SDG 3)**

- Campus-wide health and safety protocols through our Environment, Health and Safety Office
- Safe water fountain installation and filtering devices (COVID-permitting)
- Promoting healthier food options and reducing environmental health risks

### **Clean Water and Sanitation (SDG 6)**

- Water conservation measures through sustainable campus infrastructure
- Investment in health-approved water fountains and filtering systems

### **Affordable and Clean Energy (SDG 7)**

- Transition from fossil fuel dependency to renewable energy sources
- Solar panel implementation for water heating with plans for expanded renewable energy adoption

### **Decent Work and Economic Growth (SDG 8)**

- Fair employment practices and work-life balance through our Gender Equality Plan
- Economic development partnerships with local businesses and government agencies

### **Reduced Inequalities (SDG 10)**

- Fair distribution of research funding across all disciplines
- Priority given to early career researchers and underrepresented groups
- Inclusive admission and hiring practices

### **Life on Land (SDG 15)**

- Campus environmental conservation practices
- Waste and recycling strategies to minimize environmental impact
- Biodegradable alternatives to reduce ecosystem damage

## **Impact and Recognition**

UNIC's sustainability strategy demonstrates measurable contributions to **12 of the 17 UN Sustainable Development Goals**, with particular emphasis on creating synergies between educational excellence, environmental responsibility, and social equity. The strategy positions UNIC for improved performance in global university rankings that increasingly recognize sustainability as a key institutional indicator, including THE World University Rankings and QS University Rankings sustainability metrics.

## Future Vision and Continuous Improvement

Looking beyond 2029, UNIC's sustainability strategy establishes a foundation for continuous evolution and adaptation to emerging challenges. The university is committed to:

- **Regional Leadership:** Establishing UNIC as the leading sustainable institution in the Eastern Mediterranean, contributing to **SDG 11 (Sustainable Cities and Communities)** at a regional scale
- **Global Engagement:** Contributing to international sustainability research and policy development through **SDG 17 (Partnerships for the Goals)**
- **Innovation Hub:** Serving as a center for sustainability innovation and best practice development supporting **SDG 9 (Industry, Innovation and Infrastructure)**
- **Community Transformation:** Extending sustainability impact throughout Cyprus and the broader region while maintaining our commitment to **SDG 4 (Quality Education)** through continuous curriculum enhancement

Through this comprehensive approach, the University of Nicosia demonstrates that higher education institutions can serve as catalysts for sustainable development, combining academic excellence with environmental responsibility and social impact. Our strategy reflects not just institutional commitment to multiple SDGs, but a transformative vision for how universities can contribute to building a more sustainable and equitable future aligned with the 2030 Agenda for Sustainable Development.

Source: <https://www.unic.ac.cy/wp-content/uploads/2023/10/Sustainability-Strategy-University-of-Nicosia-2024.pdf>

## University of Nicosia - Equality, Diversity, and Inclusion (EDI) Strategy

### Equality, Diversity, and Inclusion (EDI) Strategy

## Strategic Vision and Institutional Commitment

The University of Nicosia has established a comprehensive **Equality, Diversity, and Inclusion Strategy and Action Plan (EDI-SAP) 2024-2029**, developed under the leadership of the Office of the Senior Vice Rector. This pioneering initiative positions UNIC as a regional leader in promoting equity, safety, and inclusion across all aspects of university life and beyond.

Our EDI strategy aligns seamlessly with our Sustainability Strategy 2024-2029 and existing Gender Equality Plan 2022-2025, creating a holistic approach to responsible management education. As Cyprus's largest university, serving over 11,500 students from diverse backgrounds, UNIC recognizes its responsibility to model inclusive practices and contribute to global equality goals.

### **Our strategic vision:**

"To emerge as a prominent and dependable institution of higher education that champions equity and upholds EDI principles, enabling our extended community to flourish and make enduring contributions to social, educational, and employment contexts across Cyprus, the Eastern Mediterranean region, and globally."

## **Ten Core Focus Areas and SDG Alignment**

UNIC's EDI strategy addresses ten fundamental areas of human rights and dignity, each directly contributing to multiple UN Sustainable Development Goals:

### **1. Race and Ethnicity - Supporting SDG 10 (Reduced Inequalities)**

Our multi-ethnic, multi-racial community embraces diversity while actively combating discrimination based on race, ethnicity, national origin, or physical characteristics associated with race.

### **2. Gender Identity and Expression - Supporting SDG 5 (Gender Equality)**

We acknowledge gender fluidity and support all individuals regardless of whether they identify as male, female, transgender, or non-binary. Our approach challenges conventional gender norms while ensuring equal rights and opportunities for all.

### **3. Sexual Orientation - Supporting SDG 10 (Reduced Inequalities)**

UNIC provides unwavering support for individuals of all sexual orientations, including gay, lesbian, bisexual, heterosexual, and other identities, ensuring no one faces discrimination or exclusion.

### **4. Religion and Belief - Supporting SDG 16 (Peace, Justice and Strong Institutions)**

Our diverse community welcomes individuals from all religious backgrounds and outlooks, including those who identify with no particular belief system, fostering interfaith dialogue and mutual respect.

### **5. Disability Inclusion - Supporting SDG 10 (Reduced Inequalities) and SDG 4 (Quality Education)**

We are committed to ensuring individuals with physical, mental, or intellectual disabilities can fully participate in our vibrant community without barriers to access or opportunity.

### **6. Age Diversity - Supporting SDG 10 (Reduced Inequalities)**

UNIC unequivocally rejects ageism and age-related stigmas, welcoming individuals of all ages and ensuring intergenerational collaboration and learning.



## **7. Family Status Recognition - Supporting SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth)**

Familial responsibilities, relationships, and obligations do not serve as barriers to participation in professional and educational opportunities at our university.

## **8. Civil Status Neutrality - Supporting SDG 10 (Reduced Inequalities)**

Personal civil status decisions (single, married, separated, divorced, widowed, civil partnered) do not impact an individual's standing within our community.

## **9. Socio-Economic Equity - Supporting SDG 1 (No Poverty) and SDG 10 (Reduced Inequalities)**

We reject economic hierarchies and promote justice and equal opportunity regardless of socio-economic background, offering Massive Open Online Courses (MOOCs) and financial support for vulnerable groups.

## **10. Political Opinion Freedom - Supporting SDG 16 (Peace, Justice and Strong Institutions)**

As an academic institution promoting freedom of expression, we ensure no individual faces discrimination based on political opinion or affiliation.

# **Four Strategic Pillars**

### **1. Justice - Supporting SDG 16 (Peace, Justice and Strong Institutions)**

We are committed to ensuring equitable treatment of all individuals, recognizing that equality alone is insufficient without equity and equal opportunities. Our goal is to address and eliminate prejudice and barriers that perpetuate systemic discrimination, creating an inclusive environment that embraces our broader community in all aspects of UNIC's activities.

### **2. Leadership - Supporting SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth)**

We foster the development of young minds, constructing valuable portfolios and skills for every individual at UNIC. By expanding training and creating opportunities for everyone, we aspire to witness our people emerge as future leaders in their respective domains, promoting self-sufficiency and leadership capabilities.

### **3. Belonging - Supporting SDG 11 (Sustainable Cities and Communities)**

To function as a community, we uphold the principle of 'belonging'. UNIC is committed to fostering an inclusive environment that welcomes everyone through friendly and dynamic events and activities that contribute to building a robust UNIC identity incorporating all members.

### **4. Engagement - Supporting SDG 17 (Partnerships for the Goals)**

UNIC integrates equality, diversity, and inclusion considerations into all academic and business operations. This approach promotes engagement by enabling students, staff, and faculty to participate in areas that interest them, creating actively engaged individuals in all university-related matters.

## Seven Strategic Objectives

### Objective 1: Governance and Accountability

**Advisory Committee on Equality, Diversity, and Inclusion (ACEDI)** - Supporting SDG 16 (Peace, Justice and Strong Institutions)

- Establishment of ACEDI chaired by the Office of the Senior Vice Rector
- Collaboration with the Centre for Equality, Diversity, and Inclusion (CEDI), launched in 2022
- Annual EDI reports submitted to Senate every December
- Integration of ACEDI representative in Senate decision-making
- Commitment to signing the Cyprus Diversity Charter

### Objective 2: Enhanced Community Experience

**Inclusive Access and Participation** - Supporting SDG 4 (Quality Education) and SDG 10 (Reduced Inequalities)

- Increased availability of funded programs and scholarships for vulnerable groups
- Enhanced transparency in admissions and hiring processes
- Working groups focusing on ethnic/cultural diversity, religious diversity, and gender diversity
- Disability Working Group (DWG) to improve accessibility across all campuses
- Reformed appointment procedures to ensure gender balance in decision-making bodies
- Free MOOCs offered to broader society

### Objective 3: Inclusive Culture Development

**Dignity and Respect Framework** - Supporting SDG 5 (Gender Equality) and SDG 16 (Peace, Justice and Strong Institutions)

- Development of University Dignity and Respect Policy (UDRP)
- Training programs and professional counseling services
- Anonymous reporting systems with #ZeroTolerance campaign
- Annual "Inclusive UNIC" projects during Welcome Week
- Integration of EDI principles into existing university policies

### Objective 4: Research and Development

**Data-Driven EDI Enhancement** - Supporting SDG 17 (Partnerships for the Goals)

- Comprehensive demographic studies of employee and student populations
- Development of EDI Key Performance Indicators (KPIs)
- GDPR-compliant data collection across all ten focus areas
- Enhanced diversity screening procedures for admissions and hiring
- Regular monitoring and evaluation through annual reports

### Objective 5: Awareness and Education

**Community Engagement and Learning** - Supporting SDG 4 (Quality Education)

- University-wide EDI awareness surveys
- Regular commemoration of international EDI days and events
- Credit-bearing EDI modules across different disciplines
- Professional development programs for staff and faculty
- Annual EDI awards ceremony recognizing outstanding contributions

## Objective 6: External Partnerships

### Regional and Global Collaboration - Supporting SDG 17 (Partnerships for the Goals)

- Two annual events per semester with advocacy groups
- Collaborative events with industry partners and student bodies
- Research partnerships with local authorities and civil society organizations
- Networking with prominent academic institutions and higher education authorities
- Enhanced engagement with Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA/DIPAE)

## Objective 7: Project Development and Innovation

### Research and Funding Excellence - Supporting SDG 9 (Industry, Innovation and Infrastructure)

- EDI Research and Development sub-group within Research & Innovation Office (RIO)
- Securing funding for EDI and human rights initiatives, including large-scale competitions like Horizon
- Academic workshops and conferences with EDI focus
- Development of nationally and internationally recognized EDI research narrative
- Integration of EDI practices into existing academic publications and conferences

## Implementation Framework and Governance

### Institutional Leadership

The Office of the Senior Vice Rector provides strategic leadership for all EDI initiatives, ensuring alignment with university-wide goals and international best practices. This office serves as the primary policy-suggesting entity to the Senate and coordinates with all university departments.

### Collaborative Structure

Our EDI strategy operates through close collaboration between:

- **Advisory Committee on Equality, Diversity, and Inclusion (ACEDI)**
- **Centre for Equality, Diversity, and Inclusion (CEDI)**
- **Disability Working Group (DWG)**
- **Various specialized working groups** focusing on specific diversity dimensions

### Monitoring and Evaluation

- **Annual EDI Reports** submitted to Senate with public availability
- **Biannual ACEDI meetings** with formal agendas and documentation
- **Key Performance Indicators** tracking progress across all ten focus areas
- **Regular assessments** of policy effectiveness and community impact

## Global Impact and Recognition

UNIC's comprehensive EDI strategy demonstrates measurable contributions to **10 of the 17 UN Sustainable Development Goals**, with particular emphasis on creating inclusive educational environments that prepare students for global citizenship and responsible leadership.

The strategy positions UNIC for enhanced recognition in international university rankings that increasingly value diversity and inclusion metrics, while contributing to Cyprus's national goals for social cohesion and equality.

## Innovation and Best Practices

### Pioneering Initiatives

- First Centre for Equality, Diversity, and Inclusion (CEDI) in Cyprus (established 2022)
- Comprehensive ten-dimension approach to diversity and inclusion
- Integration with sustainability strategy for holistic responsible management
- Anonymous reporting systems with proactive campaign strategies

### Research and Development

Through our Research & Innovation Office, UNIC is developing cutting-edge research on EDI frameworks, contributing to academic knowledge while implementing evidence-based practices across the institution.

## Future Vision and Continuous Improvement

Looking beyond 2029, UNIC's EDI strategy establishes a foundation for continuous evolution and adaptation to emerging social justice challenges. The university is committed to:

- **Regional Leadership:** Establishing UNIC as the leading inclusive institution in the Eastern Mediterranean
- **Global Influence:** Contributing to international EDI research and policy development through **SDG 17 (Partnerships for the Goals)**
- **Innovation Hub:** Serving as a center for EDI innovation and best practice development
- **Societal Transformation:** Extending inclusive practices throughout Cyprus and the broader region

Through this comprehensive approach, the University of Nicosia demonstrates that higher education institutions can serve as catalysts for social justice and inclusive development, combining academic excellence with social responsibility and human dignity. Our EDI strategy reflects not just institutional commitment to multiple SDGs, but a transformative vision for how universities can contribute to building a more equitable and inclusive society aligned with the 2030 Agenda for Sustainable Development.

**This strategy represents UNIC's unwavering commitment to the principle that education should empower all individuals to reach their full potential, regardless of their background, identity, or circumstances, while preparing responsible global citizens who champion equity and inclusion in their professional and personal lives.**

Source: <https://www.unic.ac.cy/wp-content/uploads/2023/10/EDI-Strategy-Action-Plan.pdf>

## University of Nicosia - Environmental Policy

### Environmental Policy

## Strategic Environmental Commitment and Vision

The University of Nicosia has established a comprehensive **Environmental Policy** that serves as a cornerstone of our institutional commitment to environmental stewardship and sustainability. As Cyprus's largest university, educating over 11,500 students and employing over 1,000 staff members across our campus, UNIC recognizes the significant environmental impact of our operations and acknowledges our fundamental responsibility to control these effects for the benefit of current and future generations.

Our environmental vision positions UNIC as **a center of excellence in environmental management**, establishing an institutional ethos at all levels and across all departments that prioritizes protecting and improving the environment while enhancing positive effects and reducing negative impacts of our operations. This policy directly supports our broader Sustainability Strategy 2024-2029 and aligns with multiple UN Sustainable Development Goals.

## Comprehensive Environmental Management Framework

### Integration of Environmental and Energy Management Systems

#### Supporting SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action)

UNIC commits to integrating environmental and energy management into day-to-day operations through the establishment of Environmental and Energy Management Systems that follow national and international standards. This systematic approach ensures that environmental considerations are embedded in all campus operations, from academic activities to administrative functions.

- **Standards Compliance:** Implementation of internationally recognized environmental management standards across all campus operations
- **Systematic Integration:** Environmental considerations incorporated into all decision-making processes
- **Continuous Monitoring:** Regular assessment and improvement of environmental management systems

### Legal Compliance and Excellence

#### Supporting SDG 16 (Peace, Justice and Strong Institutions)

The University commits to not only comply with but exceed all relevant environmental legislation and regulations. This proactive approach demonstrates our leadership in environmental responsibility and our commitment to setting higher standards for the higher education sector in Cyprus.

- **Regulatory Compliance:** Full adherence to Republic of Cyprus and EU environmental legislation
- **Excellence Standards:** Exceeding minimum requirements wherever possible
- **Legal Monitoring:** Continuous tracking of regulatory changes and requirements

## Energy Efficiency and Responsible Management

### Sustainable Energy Practices

## **Supporting SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action)**

UNIC promotes energy efficiency and responsible energy management as core components of our environmental strategy, directly supporting our Carbon Neutrality goals outlined in our Sustainability Strategy:

- **Energy Efficiency Programs:** Implementation of energy-saving measures across all campus facilities
- **Renewable Energy Integration:** Existing solar panels for water heating with plans for expanded renewable energy adoption
- **Energy Monitoring:** Systematic tracking of energy consumption patterns and reduction strategies
- **Smart Technology:** Investment in energy-efficient infrastructure and smart building technologies

This commitment directly supports our ambitious carbon neutrality targets of 40% emissions reduction by 2030 and complete carbon neutrality by 2038.

## **Resource Efficiency and Waste Management**

### **Circular Economy Principles**

### **Supporting SDG 12 (Responsible Consumption and Production) and SDG 6 (Clean Water and Sanitation)**

UNIC's environmental policy emphasizes resource efficiency through comprehensive waste prevention, minimization, and diversion strategies:

#### **Waste Reduction and Recycling**

- **Waste Prevention:** Proactive measures to minimize waste production at source
- **Diversion from Landfills:** Systematic programs to increase reuse and recycling rates
- **Circular Economy:** Implementation of circular economy principles across campus operations
- **Digital Transformation:** Movement toward paperless operations supporting our 2030 digital transition goals

#### **Water Conservation**

- **Responsible Water Use:** Promotion of water conservation practices across all campus activities
- **Water Resource Protection:** Support for broader water conservation initiatives in Cyprus
- **Infrastructure Investment:** Installation of water-efficient fixtures and systems
- **Conservation Education:** Awareness programs on water conservation for students and staff

## **Pollution Prevention and Environmental Protection**

### **Comprehensive Pollution Reduction**

### **Supporting SDG 3 (Good Health and Well-being), SDG 6 (Clean Water and Sanitation), and SDG 15 (Life on Land)**

UNIC commits to reducing pollution of air, land, and water through practical and achievable measures:

- **Air Quality:** Implementation of measures to reduce air pollution from campus operations
- **Land Protection:** Sustainable land use practices and soil conservation measures

- **Water Quality:** Prevention of water pollution through responsible discharge and treatment practices
- **Chemical Management:** Safe handling and disposal of chemicals used in research and operations

## **Sustainable Transportation and Mobility**

### **Green Transportation Initiative**

#### **Supporting SDG 11 (Sustainable Cities and Communities) and SDG 13 (Climate Action)**

The University actively encourages sustainable transportation options and provides infrastructure to support environmentally friendly mobility:

- **Public Transport Promotion:** Encouraging use of public transportation systems
- **Pedestrian Infrastructure:** Provision of safe and accessible pedestrian facilities
- **Cycling Support:** Development of cycling infrastructure and promotion of bicycle use
- **Sustainable Commuting:** Programs to reduce single-occupancy vehicle use among students and staff

This initiative directly supports our partnerships with the City of Nicosia in creating more sustainable urban communities.

## **Environmental Education and Curriculum Integration**

### **Academic Environmental Integration**

#### **Supporting SDG 4 (Quality Education) and SDG 13 (Climate Action)**

UNIC promotes the integration of environmental issues into academic curricula across all disciplines:

- **Curriculum Enhancement:** Integration of environmental topics across various academic programs
- **Interdisciplinary Approach:** Promotion of interdisciplinary environmental studies
- **Practical Learning:** Hands-on environmental projects and research opportunities
- **Global Perspective:** Connection of local environmental issues to global sustainability challenges

### **Professional Development and Awareness**

- **Staff Training:** Comprehensive environmental training for appropriate staff members
- **General Awareness:** University-wide promotion of environmental policy awareness
- **Student Engagement:** Active involvement of students in environmental initiatives
- **Community Outreach:** Extension of environmental awareness to the broader community

## **Research and Development Excellence**

### **Environmental Research Innovation**

#### **Supporting SDG 9 (Industry, Innovation and Infrastructure) and SDG 17 (Partnerships for the Goals)**

UNIC supports research and development activities specifically aimed at improving environmental performance:

- **Applied Research:** Practical research projects addressing campus environmental challenges



- **Innovation Support:** Funding and resources for environmental innovation projects
- **Collaborative Research:** Partnerships with external organizations for environmental research
- **Knowledge Transfer:** Application of research findings to improve institutional practices

This commitment aligns with our broader research strategy and supports our role as advisors to government and policy makers on environmental issues.

## **Continuous Improvement and Monitoring Adaptive Management Approach**

### **Supporting SDG 17 (Partnerships for the Goals)**

UNIC implements a continuous improvement approach to environmental management:

- **Regular Monitoring:** Systematic tracking of environmental performance indicators
- **Annual Reviews:** Comprehensive annual review of environmental policy and practices
- **Adaptive Management:** Flexible approach allowing for policy adjustments based on performance data
- **Stakeholder Feedback:** Integration of feedback from students, staff, and community partners

### **Performance Measurement**

- **Environmental Indicators:** Development and tracking of key environmental performance indicators
- **Benchmarking:** Comparison with national and international environmental standards
- **Reporting:** Regular reporting on environmental performance to stakeholders
- **Transparency:** Public availability of environmental performance data

## **Integration with Institutional Strategy**

### **Alignment with Sustainability Goals**

The Environmental Policy serves as a foundational document supporting UNIC's broader sustainability initiatives:

- **Carbon Neutrality:** Direct support for 2038 carbon neutrality goals
- **Operational Excellence:** Integration with facilities management and operational sustainability
- **Community Engagement:** Support for local environmental initiatives and partnerships
- **Academic Excellence:** Enhancement of educational programs through environmental integration

## **Regional Leadership**

### **Supporting SDG 11 (Sustainable Cities and Communities)**

UNIC's environmental policy positions the university as a regional leader in environmental stewardship:

- **Best Practice Development:** Creation of environmental management models for other institutions
- **Regional Collaboration:** Partnerships with regional organizations on environmental initiatives
- **Policy Influence:** Contribution to regional and national environmental policy development



- **Knowledge Sharing:** Dissemination of best practices in smart cities and communities to a broader audience using MOOCs.

## Future Vision and Continuous Evolution

### Living Document Approach

The Environmental Policy is recognized as a living document that evolves with the institution:

- **Annual Reviews:** Regular policy review and updates (currently reviewed annually, with last review March 2025)
- **Emerging Challenges:** Adaptation to new environmental challenges and opportunities
- **Technology Integration:** Incorporation of new environmental technologies and practices
- **Stakeholder Evolution:** Responsiveness to changing stakeholder expectations and requirements

### Long-term Environmental Goals

Looking beyond immediate policy implementation, UNIC's environmental commitment supports long-term goals:

- **Climate Leadership:** Establishing UNIC as a climate action leader in the Eastern Mediterranean
- **Environmental Education Hub:** Developing as a center for environmental education and research
- **Sustainable Campus Model:** Creating a replicable model for sustainable campus operations
- **Community Transformation:** Extending environmental impact throughout Cyprus and the region

The University of Nicosia's Environmental Policy represents a comprehensive commitment to environmental stewardship that extends beyond compliance to leadership and innovation. Through systematic integration of environmental considerations into all aspects of university operations, UNIC demonstrates that higher education institutions can serve as catalysts for environmental protection and sustainability.

This policy directly supports **8 of the 17 UN Sustainable Development Goals** and provides the foundation for our ambitious sustainability targets, including carbon neutrality by 2038. By combining environmental excellence with educational mission, UNIC prepares environmentally conscious graduates who will carry forward principles of environmental stewardship in their professional and personal lives.

**Our environmental policy reflects not just institutional responsibility, but a transformative vision for how universities can contribute to environmental protection and sustainable development while maintaining excellence in education and research.**

UNIC EDI-Strategy-Action-Plan Feb 2024

[View document](#) [Download document](#)

Environmental Policy - EN v1.3

[View document](#) [Download document](#)

Waste Management Policy - EN v1.5

[View document](#) [Download document](#)

School of Business Societal Impact Plan  
March\_April 2025

[View document](#) [Download document](#)

## Strategy Alignment

### Strategic Alignment with Sustainable Development, Common Good, and Quality Education

### Strategic Alignment with Sustainable Development, Common Good, and Quality Education

## Institutional Vision and Strategic Framework

The University of Nicosia's strategic priorities are fundamentally aligned with advancing sustainable development, promoting the common good, and delivering quality education through an integrated, holistic approach that positions sustainability and social responsibility at the core of our institutional mission. As Cyprus's largest university, serving over 11,500 students with more than 1,000 faculty and staff, UNIC has established a comprehensive framework that demonstrates how higher education institutions can serve as catalysts for positive global change.

Our strategic alignment is manifested through three interconnected strategic documents: the **Sustainability Strategy 2024-2029**, the **Equality, Diversity, and Inclusion Strategy and Action Plan 2024-2029**, and our **Environmental Policy**. These frameworks collectively address **12 of the 17 UN Sustainable Development Goals** while maintaining our commitment to academic excellence and regional leadership.

### Advancing Sustainable Development Comprehensive SDG Integration

UNIC's strategic priorities directly advance multiple SDGs through systematic integration across all university operations:

### **Climate Action and Environmental Stewardship (SDGs 7, 13, 12, 6, 15)**

- **Carbon Neutrality Commitment:** Our ambitious goal of 40% emissions reduction by 2030 and complete carbon neutrality by 2038 demonstrates concrete action toward climate goals
- **Renewable Energy Transition:** Implementation of solar energy systems with plans for comprehensive renewable energy adoption
- **Circular Economy Practices:** Comprehensive waste reduction, recycling programs, and movement toward paperless operations by 2030
- **Water Conservation:** Systematic water management and conservation initiatives across campus operations
- **Sustainable Procurement:** Environmentally conscious supply chain management supporting responsible consumption patterns

### **Quality Education and Innovation (SDGs 4, 9)**

- **Curriculum Integration:** Systematic embedding of sustainability across all academic programs through departmental sustainability coordinators
- **Research Excellence:** Supporting early career researchers through our €20,000 annual Seed Grant program while prioritizing sustainability-focused research
- **Innovation Partnerships:** Collaboration with Cyprus Research and Innovation Foundation and government agencies to drive sustainable innovation
- **Digital Learning:** Expansion of distance learning and MOOCs to increase educational accessibility while reducing environmental impact

### **Social Justice and Equality (SDGs 5, 10, 16)**

- **Comprehensive EDI Framework:** Ten-dimensional approach to diversity and inclusion addressing race, gender, sexual orientation, disability, age, and socio-economic status
- **Governance Reform:** Gender balance initiatives in decision-making bodies and transparent appointment processes
- **Accessibility Enhancement:** Disability Working Group ensuring campus accessibility and inclusive participation
- **Anonymous Reporting Systems:** #ZeroTolerance campaign addressing harassment and discrimination

### **Regional and Global Partnerships (SDG 17)**

Our strategic approach emphasizes collaborative partnerships that extend impact beyond campus boundaries:

- **Government Advisory Role:** UNIC researchers serve as policy advisors on sustainability, health, security, and economic development

- **City of Nicosia Partnership:** Dedicated collaboration supporting urban sustainability goals and community development
- **International Networks:** Active participation in PRME Champions program and European Commission partnerships
- **Civil Society Engagement:** Regular collaboration with NGOs, businesses, and community organizations

## Promoting the Common Good

### Community-Centered Approach

UNIC's strategic priorities explicitly focus on creating positive societal impact through multiple mechanisms:

#### Local Community Development

- **Knowledge Transfer:** Providing research-based solutions to local sustainability challenges during crises (financial, healthcare, environmental)
- **Public Science:** Commitment to open science and accessible research that benefits broader society
- **Events and Cultural Hub:** Investment in Events Office, Mediazone, and community programming that strengthens local cultural life
- **Capacity Building:** Free MOOCs and educational programs offered to community members who cannot access traditional higher education

#### Social Equity and Justice

- **Financial Accessibility:** Increased scholarships and financial aid targeting vulnerable groups and underrepresented communities
- **Anti-Discrimination Leadership:** Comprehensive policies addressing ten dimensions of diversity with proactive inclusion measures
- **Gender Equality:** Implementation of Gender Equality Plan with specific targets for workplace equality and work-life balance
- **Democratic Participation:** Promoting civic engagement through credit-bearing modules on citizenship and political participation

#### Environmental Stewardship for Future Generations

- **Sustainable Food Systems:** Meat-Free Mondays program and promotion of local, organic food production
- **Transportation Solutions:** Infrastructure supporting public transport, cycling, and pedestrian access
- **Waste Reduction:** Comprehensive recycling and waste diversion programs
- **Educational Outreach:** Integration of environmental awareness into community engagement activities

## Knowledge for Social Impact

Our research and innovation priorities directly serve the common good through:

- **Policy-Relevant Research:** Providing evidence-based recommendations to government on healthcare, environmental policy, and economic development
- **Interdisciplinary Solutions:** Promoting cross-disciplinary research that addresses complex social challenges
- **Public Engagement:** Making research accessible and understandable to broader society
- **Sustainable Practices in Research:** Promoting minimum waste, energy-efficient research procedures, and virtual conference participation

## Delivering Quality Education

### Educational Excellence with Purpose

UNIC's approach to quality education integrates academic rigor with social responsibility and sustainability awareness:

#### Curriculum Innovation

- **Sustainability Integration:** Mandatory integration of sustainability topics across all disciplines while maintaining academic freedom
- **Critical Thinking Development:** Emphasis on analytical skills, interdisciplinary thinking, and ethical reasoning
- **Global Perspective:** International partnerships and exchange programs that broaden student worldview
- **Practical Application:** Hands-on learning opportunities through research projects, community engagement, and internships

#### Inclusive Learning Environment

- **Accessibility:** Comprehensive support for students with disabilities and removal of barriers to participation
- **Cultural Competency:** Celebration of multi-ethnic, multi-racial community diversity through inclusive programming
- **Student Voice:** Active incorporation of student feedback through Student Sustainability Society and democratic governance structures
- **Holistic Support:** Integration of counseling services, professional development, and well-being programs

#### Teaching Excellence and Innovation

- **Faculty Development:** Professional development programs focusing on sustainable teaching practices and EDI integration
- **Technology Integration:** Investment in digital learning platforms and energy-efficient educational technology

- **Assessment Innovation:** Development of assessment methods that evaluate both academic knowledge and ethical reasoning
- **International Standards:** Alignment with international accreditation requirements while exceeding minimum standards

## Preparing Responsible Global Citizens

Our educational approach specifically prepares graduates to contribute to sustainable development and the common good:

### Leadership Development

- **Skills Building:** Comprehensive leadership training across all academic programs
- **Ethical Foundation:** Integration of ethics and social responsibility into professional development
- **Global Competency:** International perspective and cross-cultural communication skills
- **Innovation Mindset:** Entrepreneurship and innovation training focused on sustainable solutions

### Career Readiness with Purpose

- **Professional Skills:** Technical competencies combined with sustainability awareness
- **Social Impact:** Understanding of how professional work contributes to broader societal goals
- **Continuous Learning:** Preparation for lifelong learning in rapidly changing global context
- **Network Building:** Connections with sustainability-focused organizations and social impact careers

## Integration and Synergy

### Holistic Strategic Framework

UNIC's strategic priorities create synergies across sustainable development, common good, and quality education through:

### Governance Integration

- **Sustainability Task Force:** Cross-departmental coordination ensuring alignment between environmental, social, and educational goals
- **Advisory Committee on EDI:** Integration of equity considerations into all institutional decision-making
- **Senate Representation:** Democratic governance structures that include sustainability and EDI perspectives

### Measurement and Accountability

- **Comprehensive KPIs:** Tracking progress across environmental, social, and educational indicators
- **Annual Reporting:** Public transparency through annual sustainability and EDI reports
- **Continuous Improvement:** Regular strategy review and adaptation based on performance data and stakeholder feedback

## Resource Allocation

- **Strategic Investment:** Budget prioritization supporting sustainability infrastructure, EDI programs, and educational innovation
- **Grant Distribution:** Fair funding distribution across disciplines with priority for sustainability and inclusion initiatives
- **Infrastructure Development:** Campus improvements supporting environmental goals, accessibility, and educational excellence

## School of Business Mission Alignment

The UNIC School of Business demonstrates institutional commitment to SDG integration through its mission to educate "effective leaders who will successfully manage and guide organizations, impacting societies in a sustainable manner, driven by, and contributing to, accelerating technological change."

This mission translates into specific measurable initiatives across four priority SDGs:

- **SDG 4 (Quality Education):** Targeting partnerships with five AACSB-accredited institutions annually and producing minimum two intellectual contributions per year on quality education
- **SDG 8 (Decent Work and Economic Growth):** Implementing the "Four Ps" framework (Profit, People, Planet, Processes) across curricula while tracking job placement rates and entrepreneurship programs
- **SDG 9 (Industry, Innovation and Infrastructure):** Establishing student societies for sustainable business practices and developing quantified industry partnerships focused on sustainable practices
- **SDG 12 (Responsible Consumption and Production):** Integrating responsible consumption principles into curricula with systematic tracking of student participation in sustainability-focused activities

The School's systematic approach includes distinguishing between applied and basic research contributions, measuring industry collaboration effectiveness, and tracking graduate employment in sustainable business practices. This school-level implementation serves as a model for translating university-wide sustainability commitments into concrete academic program outcomes that prepare business leaders to address global challenges while driving economic growth.

## Future Vision and Continuous Evolution

Looking toward 2029 and beyond, UNIC's strategic priorities position the institution as a regional leader in demonstrating how higher education can simultaneously advance sustainable development, promote the common good, and deliver quality education:

- **Regional Impact:** Establishing UNIC as the leading sustainable and inclusive institution in the Eastern Mediterranean

- **Global Contribution:** Contributing to international best practices in responsible management education
- **Innovation Leadership:** Developing new models for integrating sustainability, equity, and excellence in higher education
- **Community Transformation:** Extending positive impact throughout Cyprus and the broader region

The University of Nicosia's strategic priorities demonstrate that advancing sustainable development, promoting the common good, and delivering quality education are not competing objectives but mutually reinforcing commitments that strengthen both institutional excellence and societal impact. Through our comprehensive approach to sustainability, equity, and educational innovation, UNIC serves as a model for how higher education institutions can fulfill their responsibility to prepare graduates who are not only academically excellent but also equipped to address the complex challenges facing our world.

Our strategic alignment reflects a fundamental understanding that **quality education in the 21st century must prepare students to be responsible global citizens, sustainable development requires inclusive and equitable approaches, and the common good is best served through institutions that combine academic excellence with social responsibility**. This integrated approach positions UNIC graduates to lead positive change in their professional careers while contributing to a more sustainable, equitable, and prosperous future for all.

The **UNIC School of Business** demonstrates institutional commitment to SDG integration through its mission to educate "effective leaders who will successfully manage and guide organizations, impacting societies in a sustainable manner, driven by, and contributing to, accelerating technological change."

This mission translates into a detailed Societal Impact Plan that systematically operationalizes the university's broader strategic priorities through measurable initiatives across four priority SDGs:

SDG 4 (Quality Education): The School maintains national and international accreditations while targeting partnerships with five AACSB-accredited institutions annually and producing minimum two intellectual contributions per year on quality education topics. This directly supports UNIC's commitment to educational excellence and international standards.

SDG 8 (Decent Work and Economic Growth): Implementation of the "Four Ps" framework (Profit, People, Planet, Processes) across curricula demonstrates how the university's sustainability priorities translate into professional preparation. The School systematically tracks job placement rates, entrepreneurship programs, and industry partnerships that foster inclusive economic growth in Cyprus and the region.



SDG 9 (Industry, Innovation and Infrastructure): The School establishes student societies for sustainable business practices and develops quantified industry partnerships focused on sustainable innovation. This exemplifies UNIC's broader commitment to research excellence and community partnerships while contributing to regional development and resilience.

SDG 12 (Responsible Consumption and Production): Integration of responsible consumption principles into curricula with systematic tracking of student participation in sustainability-focused activities reflects the university's comprehensive approach to environmental stewardship and circular economy practices.

The School's systematic approach includes distinguishing between applied and basic research contributions, measuring industry collaboration effectiveness, and tracking graduate employment in sustainable business practices. This school-level implementation serves as a concrete model for how UNIC's university-wide sustainability commitments translate into specific academic program outcomes that prepare business leaders to address global challenges while driving economic growth.

By 2029, the School aims to establish itself as a regional hub for responsible business education, leveraging its systematic SDG measurement framework to influence business education standards across the Eastern Mediterranean. This model of concrete SDG implementation and accountability demonstrates how individual schools can advance the university's broader mission while maintaining their disciplinary focus and professional preparation responsibilities.

## **Institutional History**

### **Institutional History and Path Toward Responsible Management Education (RME) of the University of Nicosia (UNIC)**

#### **Institutional History and Path Toward Responsible Management Education (RME) of the University of Nicosia (UNIC)**

The University of Nicosia (UNIC) has evolved over four decades into a globally engaged institution committed to innovation, ethics, and responsible leadership. Founded in 1980 as Intercollege, it began as a private institution preparing students for British professional body examinations. In 2007, following approval by the Cyprus Government, it became one of the first private universities in the country, marking a significant milestone in Cyprus's higher education landscape.

UNIC's transformation into a comprehensive university was accompanied by a strategic expansion of its academic offerings and international partnerships. In 2011, it established the first and largest Medical School in Cyprus, in collaboration with St George's, University of London, reflecting its commitment to addressing global health challenges through education and research.

Parallel to its growth in health sciences, UNIC emerged as a pioneer in online and distance learning. In 2014, it launched the world's first Master's degree in Digital Currency, later renamed Blockchain and Digital Currency, positioning UNIC as a global leader in blockchain education and ethical technology innovation. Its Department of Digital Innovation continues to shape discourse around emerging technologies and their societal impact.

### **Excellence in Business Education**

The School of Business stands as a cornerstone of UNIC's academic excellence and global recognition. The School of Business is a global leader in business education, with UNIC ranked among the Top 176-200 universities in the world, #40 in the European Union, and #1 in Cyprus and Greece for Business & Economics by the 2025 Times Higher Education World University Rankings by Subject.

The university's commitment to sustainability and responsible management has been steadily embedded within its academic culture, particularly through its School of Business. In 2024, UNIC was selected as a PRME Champion by the UN-supported Principles for Responsible Management Education (PRME) initiative. It is the only PRME Champion in Cyprus, Greece, and Southeastern Europe for the 2024-2025 cycle, joining a distinguished global cohort of institutions advancing the UN Sustainable Development Goals through business education.

This recognition builds on other notable achievements. In 2025, UNIC's School of Business earned AACSB accreditation, placing it among the top 6% of business schools worldwide. The university also ranks Top 151–200 globally for Business Administration in the ShanghaiRanking's Global Ranking of Academic Subjects 2024.

Today, the University of Nicosia is the largest English-teaching university in Southern Europe, offering over 100 programs at the Bachelor's, Master's, and Doctoral levels. It serves more than 12,500 students from over 100 countries, with degrees accredited and recognized across the EU and internationally.

UNIC's path toward adopting Responsible Management Education has been shaped by its institutional values, visionary leadership, and a sustained commitment to preparing students to lead ethically and responsibly in a complex global environment.

## Graduates & Enrollment

| 2024 Statistics                                                           | Number |
|---------------------------------------------------------------------------|--------|
| Graduates                                                                 | 2856   |
| Faculty & Staff at the University                                         | 1077   |
| Faculty & Staff at the Institution                                        | 89     |
| Student Enrollment at the University                                      | 11918  |
| Student Enrollment at the Institution                                     | 2071   |
| Undergraduate Attendance                                                  | 1010   |
| Masters-Level Postgraduate Attendance                                     | 996    |
| Doctoral Student Attendance                                               | 65     |
| Certificate, Professional Development, or Continuing Education Attendance | 0      |

## Degrees Offered

### Bachelor Programs

-  Bachelor of Science (B.Sc. or B.S.)  Bachelor of Arts (B.A.)
-  Bachelor of Business Administration (B.B.A.)  Bachelor of Education (BEd)
-  Bachelor of Music (BMus)  Bachelor of Music (BMus)  Bachelor of Laws (LLB)
-  Bachelor of Engineering (B.Eng.)

### Masters Programs

-  Master of Science (M.Sc. or M.S.)  Master of Arts (M.A.)
-  Master of Business Administration (M.B.A.)  Master of Education (M.Ed.)  Master of Music (MMus)
-  Master of Laws (LLM)  Master of Public Administration (MPA)  Master of Public Health (MPH)
-  Master in Architecture (MArch)  Master of Engineering (M.Eng.)

### Doctoral Programs

-  Doctor of Philosophy (Ph.D.)

## Undergraduate Degree Programmes

-  Business Administration [both Conventional and DL]  Accounting  Energy, Oil and Gas Management
-  Management Information Systems  Marketing Management  Hospitality Management

## Masters Degree Programmes

-  Metaverse  Blockchain and Digital Currency
-  Banking, Accounting and Finance [Joint Programme with the Hellenic Open University, DL]
-  Master in Business Administration (MBA) [Offered in English and in Greek, and available in both Conventional and DL forms]

## Postgraduate Degree Programmes

-  Business Administration



# Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

## Letter of Commitment



46 Makedonitissas Avenue, CY-2417  
P.O. Box 24005, CY-1700  
Nicosia  
Cyprus

PRME Secretariat Foundation for the Global  
Compact 685 Third Ave. 12th Floor  
New York, NY 10017  
USA

**Nicosia, 9 September 2025**

### **Letter of Commitment to PRME Principles**

The United Nations and the University of Nicosia share a common vision that emerged from the recognition that global challenges require collaborative solutions and transformative leadership. Both institutions understand that sustainable development demands not just commitment, but active engagement across all sectors of society. As Cyprus's largest university, serving over 11,500 students with more than 1,000 dedicated faculty and staff members, we recognize our responsibility to prepare leaders who can navigate the complexities of our interconnected world.

The University of Nicosia has established itself as a leading institution in the Eastern Mediterranean, committed to becoming the region's most sustainable and environmentally responsible center of academic excellence. This commitment extends beyond our campus boundaries to encompass our contributions to the City of Nicosia, the Republic of Cyprus, and the global community.

Our engagement with the UN Global Compact Principles for Responsible Management Education reflects our institutional values and strategic direction. The PRME framework aligns seamlessly with our newly developed Sustainability Strategy (2024-2029) and our Equality, Diversity, and Inclusion Strategy and Action Plan (2024-2029). These strategic documents demonstrate our comprehensive approach to responsible management education and our unwavering commitment to the United Nations Sustainable Development Goals.

At UNIC, we believe that education must prepare students not just for professional success, but for leadership that creates positive impact across society. Our four strategic pillars—Research and Innovation, Local Stakeholder Engagement, Education and SDGs, and Carbon Neutrality—provide the framework through which we integrate sustainability across all aspects of our university operations. We are working systematically toward our ambitious goal of reducing emissions by 40% by 2030 and achieving complete carbon neutrality by 2038.

Our approach to responsible management education encompasses multiple dimensions that touch every corner of our institution. We conduct cutting-edge research that addresses sustainability challenges, provide evidence-based recommendations to policymakers, and actively engage with local and international partners to promote sustainable practices. Our newly established Centre for Equality, Diversity, and Inclusion and our Advisory Committee on Equality,



## UNIVERSITY *of* NICOSIA

Diversity, and Inclusion ensure that our commitment to social justice remains at the forefront of our educational mission across all disciplines.

Through our PRME Champions participation, we demonstrate our dedication to continuous improvement and collaborative learning. We are committed to sharing our experiences, challenges, and innovations with the global PRME community while learning from our peers. This exchange of knowledge and best practices strengthens our ability to prepare graduates from all fields who can lead with purpose and drive sustainable transformation in their organizations and communities.

As we implement our comprehensive sustainability and EDI strategies university-wide, we recognize that meaningful change requires sustained effort and institutional commitment at every level. Our governance structure, led by our Sustainability Task Force and supported by dedicated coordinators across all departments and schools, ensures accountability and progress toward our ambitious goals throughout the entire institution.

The University of Nicosia's involvement in the PRME initiative represents more than compliance with international standards—it embodies our fundamental belief that higher education institutions must serve as catalysts for positive change. We teach students across all disciplines to work with purpose toward responsible decisions and sustainable outcomes. We conduct research that advances sustainability, inclusivity, and innovation, sharing results that enable new models of prosperity and social progress.

I am pleased to present this PRME report as evidence of our ongoing commitment to responsible management education that spans our entire university community. It reflects our progress, our challenges, and our unwavering dedication to preparing graduates from all fields who understand that professional success and social responsibility are not just compatible, but essential for creating a sustainable and equitable future.

The path forward requires collaboration, innovation, and persistent commitment to our shared values. Through our continued engagement with PRME and our implementation of transformative strategies across all facets of our institution, the University of Nicosia will continue to contribute to the global movement toward responsible education and sustainable development.

Sincerely,

*Antonios Polemitis*

Antonios Polemitis  
Chief Executive Officer

## Definition of Purpose

Purpose at UNIC means preparing graduates who understand that business success and societal well-being are interconnected. Our integrated sustainability and EDI strategies ensure students develop the knowledge and ethical foundation to create economic value while contributing to environmental protection and social equity in their future careers.

## Institutional Engagement

**26% - 50%** of faculty at University of Nicosia actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.





# Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



## How We Define Values

Values at UNIC means recognizing our responsibility extends beyond educational excellence to societal impact. Our commitment to carbon neutrality by 2038, comprehensive EDI framework, and community partnerships reflect our understanding that universities must serve as responsible institutional citizens, prioritizing long-term societal and environmental well-being over short-term gains.

## Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Disciplinary efforts within business school
- ❖ Individual leader
- ❖ Interdisciplinary efforts across business school
- ❖ Interdisciplinary efforts across parent organization
- ❖ Research or issue group, society, or club leading sustainability efforts

## Student Voices

The following narrative demonstrates how University of Nicosia has influenced students' academic journey and personal growth.

### Student Stella- Valentina Taveli

**Student Stella- Valentina Taveli** says:

"Responsible Management Education has shaped not only my academic journey but also the way I see my future in the tourism and hospitality industry. From my very first semester at the University of Nicosia as an undergraduate student, I noticed how sustainability, ethics, and social responsibility were woven into our courses - not as add-ons, but as core values. It wasn't just about learning how to manage a hotel or run a restaurant; it was about understanding the impact of our decisions on people, communities, and the planet.

Courses like Sustainable Tourism and Responsible Gaming and Ethics challenged me to think critically and act with purpose. I've had the chance to explore topics like wellness tourism, intercultural communication, and service quality - not just in theory, but through real-world case studies and internships that made the learning tangible.

Beyond the classroom, the university's SDG-focused events and student clubs gave me a space to connect with others who care about the same issues. Whether it was volunteering, attending workshops, or participating in awareness campaigns, I felt part of a community that's trying to make a difference.

That's why I chose to continue my studies here. When it came time to decide on a Master's program, I knew I wanted to stay at UNIC. The values I've learned here - sustainability, inclusion, ethical leadership - are not just academic ideals. They've become part of who I am and how I want to contribute to the industry and society."

## Student Awareness

**26% - 50%** of students at University of Nicosia are aware that we are a PRME Signatory Member.

## Student Engagement

**0% - 25%** of students at University of Nicosia actively contribute to our work with PRME, advancing RME, or addressing sustainable development challenges through their work.



# Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



## How We Define Teach

Teaching at UNIC means integrating responsible management concepts into existing curricula rather than treating them as separate subjects. We encourage faculty to embed sustainability, ethics, and social responsibility within their disciplines, while offering dedicated courses in CSR, sustainability, and EDI to develop students' critical thinking about business's societal role.

## Courses that support RME

University of Nicosia reports 12 courses in 2024 that support responsible management education and sustainable development goals.

### Business Ethics

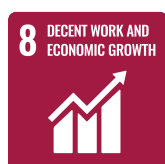
| BADM-121

This course is taught by Dr Marlen Demetriou. The course aims to provide to the students an understanding of major ethical terminology and basic ethical systems oriented towards business ethics. It aims to help students understand the need to lead their careers as business people to the ethical perspective. Topics like Internal Ethics, Environmental Ethics, Ethics in Corporate Governance, in Marketing as well as Corporate Social Responsibility will be explicitly analyzed.

The Business Ethics course creates meaningful impact by:

- Developing Ethical Decision-Making Skills: Students learn to identify and resolve workplace ethical dilemmas using established frameworks
- Building Professional Integrity: The course shapes future business leaders who understand their moral responsibilities to stakeholders
- Enhancing Critical Thinking: Through case analysis and discussions, students develop analytical skills for complex business situations
- Fostering Social Responsibility: Students gain awareness of corporate social responsibility and environmental sustainability in business practices
- Preparing Ethical Leaders: Graduates enter the workforce equipped with the knowledge and commitment to promote ethical business practices and contribute positively to their organizations and communities

The course transforms students from business learners into ethically-conscious professionals ready to navigate complex moral challenges in their careers.



## CSR and Sustainable Marketing

| MKTG-331

This course is taught by Dr Marlen Demetriou. This course provides students with a comprehensive foundation in Corporate Social Responsibility and Societal Marketing, emphasizing the evolving relationship between business and society. Students explore how corporations can integrate social responsibility into their strategic decision-making while maintaining economic viability. The curriculum covers essential topics including stakeholder theory, corporate citizenship, ethics in business, and environmental sustainability. Students examine green marketing strategies, consumer protection principles, and the distinctions between corporate philanthropy and cause-related marketing initiatives. Through practical application, students develop skills to analyze enlightened marketing strategies, assess the role of government as a collaborative partner, and evaluate sustainable development practices. The course emphasizes the need for strategic decisions based on professional codes of conduct and societal marketing orientation. Students gain hands-on experience by preparing a comprehensive project analyzing the societal marketing strategy of a selected company or brand. This practical component reinforces theoretical concepts while developing critical analytical skills necessary for responsible business leadership. Upon completion, graduates will understand how to balance economic, legal, and social obligations while creating value for multiple stakeholders. The course prepares future business professionals to implement sustainable marketing practices that benefit both organizations and society.

This Corporate Social Responsibility and Societal Marketing course creates transformative impact by:

- Developing Socially Conscious Leaders: Students learn to integrate social responsibility into business strategy, preparing them to lead organizations that balance profit with purpose
- Building Stakeholder Management Skills: Through stakeholder theory application, students understand how to navigate complex relationships with diverse groups including communities, consumers, and government partners
- Fostering Sustainable Thinking: Students develop competencies in green marketing and sustainable development, enabling them to address environmental challenges through business innovation
- Enhancing Strategic Decision-Making: The course equips students with frameworks for making marketing decisions based on ethical codes of conduct and societal impact considerations
- Creating Practical Application Abilities: Through hands-on project work analyzing real company strategies, students bridge theory with practice, developing skills immediately applicable in their careers
- Promoting Corporate Citizenship: Students understand how businesses can serve as good corporate citizens, contributing positively to society while achieving business objectives

The course transforms students from traditional marketers into responsible business professionals who recognize their role in creating positive societal change. Graduates enter the workforce equipped to implement marketing strategies that generate economic value while addressing social and environmental challenges, ultimately contributing to more sustainable and ethical business practices.



## Globalization and International Business Challenges

| MBAN-672

Instructor: Dr Nondas Epaminonda This course aims to provide students with a comprehensive understanding of globalization, its impact on international business, and the key challenges that multinational corporations (MNCs) face in today's globalized economy. By the end of the course, students will be equipped to analyze and respond to the complexities of operating across multiple countries and cultures.

Dr Nondas Epaminonda, instructor of the course says: "MBAN 672 transforms students into ethically-conscious global business leaders who integrate sustainability, cultural intelligence, and social responsibility into their professional practice. Through explicit focus on corporate social responsibility, cross-cultural management, and ecological considerations in business decision-making, students develop the mindset and skills to prioritize stakeholder welfare alongside financial performance. The course's emphasis on ethical challenges and sustainable supply chain management ensures graduates understand that responsible business practices are essential for long-term success in global markets. The course creates practical change agents who can navigate complex international environments while championing inclusive and sustainable business practices. By combining theoretical knowledge with case studies and simulations, students develop both the conviction and competency to influence their future organizations toward more responsible operations. This creates a multiplier effect where our graduates become catalysts for positive change in the global business community, advancing principles of sustainability, diversity, and ethical leadership throughout their careers."

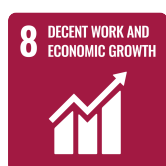


## International Business

| BADM-450

Instructor: Dr Nondas Epaminonda The course provides an overview of International Business. It outlines its key characteristics, provides tools for analyzing culture and the international environment, discusses why ethics is an important and challenging aspect of International Business and explains how to formulate and implement international strategy. The course is contemporary and current, and follows recent events and discussing their impact on International Business.

Dr Nondas Epaminonda says: "BADM 450 develops students' critical thinking abilities regarding ethical business conduct and cultural competency essential for responsible international business practice. Through structured debates on international business ethics and comprehensive cross-cultural communication training, students acquire both the analytical skills and moral framework necessary to navigate complex global business environments ethically. The course's emphasis on understanding cultural differences and developing inclusive negotiation styles prepares students to become culturally-intelligent professionals who can work effectively across diverse international contexts. The course creates graduates who understand that successful international business requires consideration of environmental, social, and economic factors alongside traditional business metrics. By systematically analyzing how ecological and social environments influence business operations, students develop awareness of sustainability challenges and learn to integrate these considerations into strategic decision-making. This foundation enables them to become business professionals who naturally consider broader stakeholder impacts and contribute to more responsible international business practices throughout their careers."



## Organizational Behavior

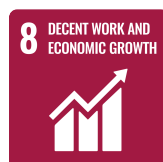
| BADM-234

Instructor: Dr Epaminondas (Nondas) Epaminonda The course aims to introduce students to the field of Organizational Behavior (OB), which examines the behavior of individuals and groups within organizations. It explores the factors that influence this behavior and their impact on organizational outcomes.

Dr Epaminonda says: "BADM 234 develops students' understanding of inclusive workplace practices and social responsibility toward employees across diverse organizational contexts. Through systematic analysis of how biographical characteristics, cultural differences, and demographic factors influence workplace behavior, students develop the awareness and skills necessary to create equitable and inclusive work environments. The course's emphasis on cross-cultural communication, stress management, and understanding job satisfaction across different groups prepares students to become managers who prioritize employee well-being and recognize the value of diversity in organizational settings. The course creates graduates who understand that effective organizational management requires attention to employee mental health, cultural sensitivity, and inclusive practices



that support all workers regardless of background. By learning to analyze motivation, manage conflict constructively, and communicate effectively in multicultural settings, students develop the competencies needed to build psychologically safe and productive workplaces. This foundation enables them to become organizational leaders who naturally consider employee well-being as integral to business success, contributing to more humane and sustainable workplace practices throughout their careers."



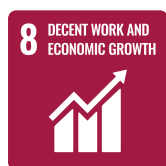
## Change Management

| MGT-472/ENTR-472

Instructor: Dr Nondas Epaminonda This course provides students with a comprehensive understanding of change as a constant force in natural, socioeconomic, and business environments. Students explore how change affects individuals, organizations, and societies, while developing practical skills to effectively navigate and manage transformation processes. The course examines historical patterns of change in human behavior, production, and consumption, alongside contemporary challenges and opportunities. Students learn to identify different types of change, understand resistance mechanisms, and implement effective change management strategies within organizational contexts. The course emphasizes the development of critical communication skills necessary for facilitating change, while addressing broader socioeconomic dilemmas of the 21st century. Through lectures, discussions, and practical exercises, students engage with both theoretical frameworks and real-world applications, preparing them to become effective change agents in their future professional roles. The curriculum covers foundational change theory, resistance management, implementation strategies, and communication techniques, culminating in analysis of current global socioeconomic transformations. Students develop transferable skills in research, analysis, and presentation while gaining the ability to anticipate future changes and propose proactive management approaches.

Dr Epaminonda says: "MGT 472 transforms students into responsible change agents who understand that effective organizational transformation must consider environmental, social, and stakeholder impacts. Through analysis of how humans live, produce, and consume, combined with examination of 21st-century socioeconomic dilemmas, students develop the critical thinking skills necessary to design and implement sustainable change strategies. The course's emphasis on overcoming resistance through inclusive communication practices prepares students to lead change processes that consider diverse stakeholder perspectives and promote equitable outcomes across different demographic groups. The course creates graduates who recognize change management as an opportunity to advance sustainability and social responsibility within organizations. By engaging with natural environment changes, sustainable production and consumption patterns, and evolving social

values, students learn to integrate environmental and social considerations into change strategies. This foundation enables them to become organizational leaders who naturally approach transformation through a sustainability lens, contributing to more responsible business practices and helping organizations adapt to environmental challenges while maintaining focus on stakeholder well-being and inclusive practices throughout their careers."



## Sustainable Tourism

| TOUR-450

Instructor: Philippos Drousiotis This advanced course provides students with a comprehensive understanding of sustainability principles and their application within the tourism industry. Students explore the multidimensional nature of sustainable tourism, examining its economic, environmental, and social dimensions while developing critical thinking and research skills essential for academic and professional success. The course addresses contemporary challenges in tourism development, including the balance between growth and environmental protection, equitable resource allocation, and the role of various tourism forms in promoting sustainability. Students engage with theoretical frameworks and practical applications of sustainable tourism concepts, learning to measure and evaluate sustainability across different contexts using established assessment techniques such as carrying capacity analysis. The curriculum examines diverse tourism sectors including rural tourism, cruise tourism, ecotourism, and volunteer tourism, analyzing their contributions to and challenges for sustainable development. Through case studies and regional examples, students gain insights into real-world implementation of sustainable tourism practices. The course emphasizes the development of analytical and critical evaluation skills, enabling students to assess the advantages and disadvantages of sustainability initiatives objectively. Students learn to synthesize theory with practice, developing innovative approaches to sustainable tourism management while considering broader contexts such as globalization and global development patterns. The program prepares graduates to become thoughtful leaders capable of implementing sustainable tourism strategies that benefit local communities, preserve environmental resources, and create economic opportunities in responsible ways.

Philippos Drousiotis, the instructor says: "TOUR-450 transforms students into sustainability-minded tourism professionals who understand that the industry's future depends on balancing economic growth with environmental protection and social equity. Through comprehensive analysis of sustainable tourism principles and practical measurement techniques, students develop the critical thinking skills necessary to evaluate tourism's multidimensional impacts on destinations and communities. The course's emphasis on gender equality, fair resource allocation, and innovative sustainable practices prepares students to become industry leaders who prioritize stakeholder welfare and environmental stewardship in their decision-making processes. The course creates graduates who recognize sustainable tourism as both an economic opportunity and a moral imperative for the industry's long-term viability. By examining diverse tourism forms and their sustainability implications, combined with hands-on assessment of real-world case studies, students learn to design and implement tourism strategies that create positive economic, environmental, and social outcomes. This foundation enables them to become change agents within the tourism sector, capable of developing innovative solutions to overtourism challenges while promoting responsible travel practices that preserve destinations for future generations and ensure equitable benefits for local communities."



## Integrity in Organizations

| MBAN-702DE

Instructor: Dr Leonidas Efthymiou This graduate-level course provides students with a comprehensive understanding of ethical theories and their practical application in contemporary business environments. Students explore fundamental ethical frameworks and learn to critically evaluate and apply these theories to complex business scenarios, with particular emphasis on international contexts and cross-cultural considerations. The course addresses the challenges of implementing ethical decision-making processes in global organizations while examining the role of culture in shaping ethical perspectives. Students develop practical skills in designing and implementing corporate ethics management programs, including the creation of organizational codes of ethics, ethical training systems, and ethics oversight mechanisms. The curriculum covers stakeholder theory, corporate social responsibility, and sustainable development goals, providing students with tools to address ethical challenges across various organizational relationships including consumers, suppliers, government, and employees. Special attention is given to workplace ethics, diversity,

inclusion, equality, and ethical leadership principles. The course emphasizes the development of analytical and advisory skills, enabling students to recognize ethical dilemmas, assess their consequences for business and society, and provide informed guidance on business ethics matters. Through case studies, academic research, and practical applications, students learn to navigate the complexities of maintaining organizational integrity while operating in competitive global markets, preparing them to become ethical leaders capable of fostering responsible business practices.

Dr Efthymiou says: "MBAN 702DE transforms students into ethical business leaders who understand that organizational integrity is fundamental to sustainable business success and societal well-being. Through comprehensive analysis of ethical theories and their practical application, students develop the moral reasoning skills necessary to navigate complex business dilemmas while considering impacts on all stakeholders. The course's emphasis on corporate social responsibility, sustainable development goals, and cross-cultural ethical considerations prepares students to become leaders who naturally integrate ethical decision-making into strategic planning and operational processes. The course creates graduates who recognize that ethical leadership extends beyond compliance to encompass proactive responsibility for creating inclusive, equitable, and sustainable business practices. By learning to design codes of ethics, implement ethics management programs, and address diversity and inclusion challenges, students acquire the practical skills needed to foster organizational cultures that prioritize integrity across all stakeholder relationships. This foundation enables them to become change agents who champion responsible business practices, advance sustainable development objectives, and ensure that their organizations contribute positively to society while maintaining competitive advantage through ethical differentiation and stakeholder trust."



## Εταιρική Κοινωνική Ευθύνη (Corporate Social Responsibility)

| MBAN-751

Instructor: Dr Alexandros Antonaras # Course Description: MBAN-751 Corporate Social Responsibility  
This graduate course emphasizes the need for a new strategic decision-making approach within enterprises based on corporate social responsibility and business ethics. Students explore theoretical and practical developments related to corporate identity, stakeholder engagement, materiality analysis, business ethics, corporate governance, non-financial information disclosure, ESG criteria, and the Sustainability Agenda through comprehensive in-depth analysis. The course provides students

with a thorough understanding of how corporate sustainability and responsibility integrate with business strategy and operations. Students learn to identify and evaluate the ethical dimensions of business decisions while following appropriate procedures for adopting optimal decisions that benefit both their organizations and society. The curriculum covers the development and implementation of codes of ethics, the relationship between corporate sustainability and social responsibility, and the significance of materiality analysis in developing corporate sustainability strategies. Students gain practical knowledge of the UN 2030 Agenda and the 17 Sustainable Development Goals, learning to connect corporate responsibility initiatives with global sustainability objectives. The course addresses contemporary regulatory frameworks including European directives on non-financial reporting (NFRD, CSRD, Corporate Sustainability Due Diligence), ESG criteria implementation, and sustainability reporting standards. Through theoretical foundation and practical applications, students develop the competencies needed to design and implement corporate sustainability and responsibility practices, preparing them to become leaders who can effectively integrate responsible business practices into organizational strategy and operations.

Dr Antonaras says: "MBAN-751 transforms students into strategic leaders who understand that corporate social responsibility is not an add-on activity but a fundamental component of successful business strategy. Through comprehensive analysis of ESG criteria, stakeholder engagement, and materiality assessment, students develop the analytical skills necessary to integrate sustainability considerations into core business decision-making processes. The course's emphasis on the UN 2030 Agenda and the 17 Sustainable Development Goals prepares students to become business leaders who can align organizational objectives with global sustainability targets, creating shared value for both business and society. The course creates graduates who are equipped to navigate the evolving regulatory landscape of sustainability reporting and corporate governance while implementing practical CSR initiatives that drive measurable impact. By learning to develop codes of ethics, conduct materiality analyses, and design sustainability strategies, students acquire the technical competencies needed to lead organizational transformation toward responsible business practices. This foundation enables them to become change agents who can effectively communicate the business case for sustainability, engage stakeholders authentically, and ensure their organizations contribute positively to societal challenges while maintaining competitive advantage through purpose-driven leadership and transparent accountability."



## Business Sustainability

| MGT-281

Instructor: Dr Alexandros Antonaras This undergraduate course provides students with a comprehensive understanding of sustainability principles and their integration into modern business operations. The course recognizes that sustainability is both a strategic advantage and fundamental responsibility in today's rapidly evolving business landscape. Students explore critical areas including corporate ethics, social responsibility, ESG criteria, and the creation of shared value while examining the frameworks and standards that guide global sustainability efforts. The curriculum covers essential sustainability concepts from corporate codes of conduct through advanced reporting standards, emphasizing practical application of theoretical knowledge. Students learn to conduct stakeholder engagement and materiality assessments, evaluate sustainability practices using ESG criteria, and develop comprehensive sustainability strategies that align with global initiatives such as the UN Global Compact and Sustainable Development Goals. The course addresses both European and national regulatory frameworks for sustainability, preparing students to navigate the complex regulatory environment surrounding corporate sustainability reporting. Through lectures, discussions, and practical exercises, students develop analytical skills necessary to assess and implement effective sustainability strategies in real-world business contexts. The course prepares graduates to contribute meaningfully to sustainable business practices, equipped with knowledge of current reporting standards, regulatory requirements, and strategic frameworks for creating shared value that benefits both business and society. Students emerge ready to lead sustainability initiatives and integrate responsible business practices into organizational strategy and operations.

Dr Antonaras says: "MGT-340 transforms students into sustainability-literate business professionals who understand that environmental and social responsibility are integral to long-term business success. Through comprehensive exploration of ESG criteria, stakeholder engagement, and materiality analysis, students develop the analytical skills necessary to evaluate and implement sustainability strategies that create shared value for businesses and society. The course's emphasis on the UN Global Compact and Sustainable Development Goals prepares students to become leaders who can align organizational objectives with global sustainability targets, ensuring their future business decisions contribute positively to addressing societal and environmental challenges. The course creates graduates who are equipped to navigate the evolving regulatory landscape of sustainability reporting while implementing practical initiatives that drive measurable impact. By learning to conduct materiality assessments, develop sustainability strategies, and apply current reporting standards, students acquire the technical competencies needed to lead organizational transformation toward responsible business practices. This foundation enables them to become change agents who can effectively communicate the business case for sustainability, engage stakeholders authentically, and ensure their organizations remain competitive while contributing to sustainable development objectives throughout their careers."



## Corporate Governance

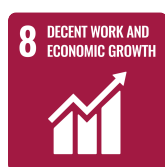
| ACCT-437

Instructor: Dr Katerina Morphi This course provides students with a comprehensive understanding of corporate governance principles, systems, and practices across different jurisdictions and business environments. Students explore various definitions and theoretical frameworks that explain corporate governance, examining its historical development and evolution in response to corporate scandals and stakeholder demands for greater accountability. The course emphasizes the UK corporate governance model while comparing it with international systems to understand the diversity of approaches to corporate oversight and control. The curriculum covers the critical roles of boards of directors, institutional investors, and transparency mechanisms in ensuring effective corporate governance. Students analyze the monitoring functions of various stakeholders and examine how different legal systems and cultural contexts influence governance practices. The course addresses the relationship between governance quality and financial performance, exploring how effective governance structures contribute to long-term value creation and risk management. A significant portion of the course focuses on the intersection between corporate governance and corporate social responsibility, examining how governance systems can promote broader corporate accountability to stakeholders beyond shareholders. Students learn about sustainability reporting, socially responsible investment, and the growing expectations for companies to address environmental, social, and governance (ESG) factors. Through case studies and practical applications, students develop the analytical skills necessary to evaluate governance effectiveness and understand how good governance practices contribute to sustainable business success and stakeholder value creation.

ACCT-437 transforms students into ethically-minded business professionals who understand that effective corporate governance is fundamental to creating sustainable value for all stakeholders, not just shareholders. Through comprehensive analysis of governance systems, board effectiveness, and transparency mechanisms, students develop the critical thinking skills necessary to evaluate and



implement governance practices that promote accountability, ethical decision-making, and long-term sustainability. The course's emphasis on corporate social responsibility and socially responsible investment prepares students to become leaders who recognize that good governance extends beyond compliance to encompass broader societal responsibilities. The course creates graduates who understand that corporate governance serves as the foundation for trust, transparency, and responsible business conduct in the global economy. By examining the relationship between governance quality and financial performance, alongside the growing importance of ESG factors, students learn to design and evaluate governance frameworks that balance stakeholder interests while promoting sustainable business practices. This foundation enables them to become professionals who champion transparency, ethical leadership, and stakeholder accountability throughout their careers, contributing to more responsible corporate behavior and helping organizations build trust with investors, regulators, and society at large.



## Responsible Gaming and Ethics

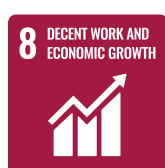
| THOM-380

**Instructor:** Fani Papamichael This course provides students with a comprehensive understanding of responsible gaming practices and ethical considerations within the gaming and hospitality industry. Students explore the Gaming Industry Code of Practice while learning to identify and address the potential harmful impacts of gambling on individuals, families, and communities. The course emphasizes harm minimization strategies, regulatory frameworks, and the implementation of responsible conduct measures to reduce gambling-related harm. The curriculum covers various forms of gambling, gaming machine operations, player loyalty schemes, and regulatory compliance requirements. Students learn to distinguish between legal and illegal gambling activities while understanding the multicultural gaming environment and its associated challenges. The course addresses problem gambling identification, customer assistance protocols, complaints resolution processes, and the civic responsibilities of gaming industry professionals. Through lectures, workshops, and practical exercises, students develop the knowledge and skills necessary to promote responsible gaming practices and maintain ethical standards in gaming operations. The course prepares graduates to become responsible gaming advocates who can implement effective harm reduction strategies, ensure regulatory compliance, and contribute to creating safer gaming environments that prioritize customer welfare and community well-being.

THOM-380 transforms students into ethically-conscious gaming industry professionals who understand that responsible gaming practices are essential for sustainable industry operations and community well-being. Through comprehensive analysis of harm minimization strategies, regulatory frameworks, and ethical gaming practices, students develop the critical awareness necessary to



identify problem gambling behaviors and implement effective intervention measures. The course's emphasis on civic responsibility and community impact prepares students to become industry leaders who prioritize customer welfare and social responsibility over short-term profit maximization. The course creates graduates who recognize their professional obligation to protect vulnerable individuals and communities from gambling-related harm while maintaining ethical business operations. By learning to implement responsible conduct strategies, navigate regulatory compliance, and address multicultural gaming environments sensitively, students acquire the competencies needed to foster safer gaming experiences. This foundation enables them to become advocates for responsible gaming practices throughout their careers, contributing to industry standards that balance business sustainability with social responsibility and helping to build public trust in gaming operations through transparent, ethical, and community-focused approaches.



## Educator Recognition

At University of Nicosia, we recognize educators for quality of teaching in the following ways:

- ❖ Annual teaching excellence awards
- ❖ Course evaluation scores
- ❖ Faculty promotion and tenure consideration

## 💡 Fostering Innovation



### To a great extent

Teaching and learning at our institution strongly foster innovation.

## 💡 Experiential Learning



### To a great extent

Teaching and learning at our institution strongly encourage experiential learning.

## 💡 Learning Mindset

**To a great extent**

Teaching and learning at our institution strongly promote a lifelong learning mindset.

**Method of Teaching and Learning****In person**

Traditional classroom-based learning with face-to-face instruction.

**Barriers to Innovative Curriculum**

In 2024, University of Nicosia identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Accreditation constraints
- ❖ Assessment challenges
- ❖ Change fatigue
- ❖ Collaboration barriers

**Barriers to Innovative Pedagogy**

In 2024, University of Nicosia identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Accreditation limitations
- ❖ Assessment rigor concerns
- ❖ Change resistance
- ❖ Collaboration barriers



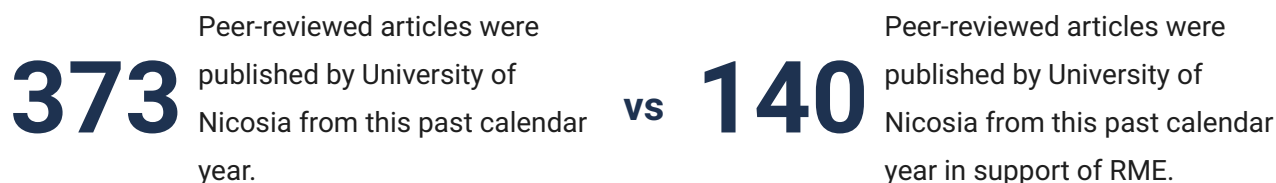
# Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

## How We Define Research

Research for us is defined as conducting rigorous inquiry into business and societal challenges that generates actionable knowledge for responsible management education, sustainable development, and positive organizational and community impact through evidence-based solutions.

## Research vs Research for RME/Sustainable Development



## Research Funding

In 2024, University of Nicosia was awarded funding for research that is:



**Institution  
Specific**



**Local**



**Regional**



**National**



**International**

## Socializing Research

In 2024, University of Nicosia contributed research findings to:

- ❖ Community organizations
- ❖ Government and policy makers
- ❖ Industry and business networks
- ❖ International media
- ❖ National media
- ❖ Open-access platforms

## Research Presentations Related to RME and/or Sustainability

In 2024, University of Nicosia gave 5 research presentations related to RME and/or sustainability.

## Evaluating the Potential of Vertical Farming Business Models for Sustainable Agriculture and Food Security in Cameroon

**Authors:** Kaufmann, Hans Rüdiger, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Presented at:** National or international issue or theme-specific conference

**Department:** Management

Vikih, Edith Vefemsi and Kaufmann, Hans Rüdiger (2024) *Evaluating the Potential of Vertical Farming Business Models for Sustainable Agriculture and Food Security in Cameroon*. KEEP ON PLANNING FOR THE REAL WORLD. Climate Change calls for Nature-based Solutions and Smart Technologies. Proceedings of REAL CORP 2024, 29th International Conference on Urban Development, Regional Planning and Information Society. pp. 285-297. ISSN 2521-3938

This research investigates the possibility of using vertical farming business models as a sustainable solution to address issues such, as land degradation, urbanization, and climate change in Cameroon to increase agricultural output and ensure food security. The study highlights gaps in the need for a region-specific customized vertical farming business model and identifies gaps in understanding the economic and environmental feasibility of vertical farming in Cameroon. Qualitative methods, including interviews with stakeholders and content analysis using MaxQDa, were employed for analysis purposes. The research explores the advantages, challenges, barriers, and potential technologies and business models associated with vertical farming in Cameroon. It emphasizes the importance of stakeholder involvement, financial support, government support, favorable policies, sensitization and campaigns, education and training, and overall support for its adoption and profitability. Key findings indicate that vertical farming holds promise for improving food security and sustainability in urban areas of Cameroon. Additionally, aquaponics is identified as a cost-effective technology and model within this context. However, some obstacles need to be addressed to adopt vertical farming in Cameroon. These include high initial costs, technological and infrastructural challenges, the need for supportive/favorable policy frameworks, clear vertical farming policies, education and training, and the urgent need for collaboration among stakeholders. A final model "Vertical Farming Business Model for Cameroon" was suggested which proposes an implementation model specifically tailored to suit local conditions while considering stakeholder expectations. Conclusively it is going to be a very profitable business.



## The impact of crypto assets on the European football industry

**Authors:** Geogre Yiapanas, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Presented at:** National or international issue or theme-specific conference

**Department:** Management

This research investigates the risks and challenges linked to the swift and unregulated integration of crypto assets into the European football ecosystem. Furthermore, it aims to develop a set of recommendations for more effective engagement. This paper applies a theoretical approach, by reviewing the existing literature on cryptocurrencies and blockchain technology to understand market dynamics and factors influencing their adoption and impact in football. The literature analysis revealed that integrating cryptocurrency trading within the football industry presents several significant challenges. These challenges encompass regulatory uncertainties, market volatility, and the necessity for robust cybersecurity measures. Furthermore, the industry must address the potential for financial mismanagement and consider the ethical implications associated with cryptocurrency use. Given the increasing interest in digital currency among European football clubs, this project holds significant relevance, as it has the potential to transform various facets of the sport, including economic and financial stability, fan engagement, and technological innovation. The findings offer valuable insights club executives, and policymakers, to make informed decisions regarding the adoption and management of crypto assets in the football industry.



## Growth Poles

| [DOI](#)

**Authors:** Charis Vlados, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Dimos Chatzinikolaou, Charis Vlados

Growth poles remain a central idea in regional analysis, emphasizing how a leading industry in a region can generate either positive or negative spillover effects that shape the entire socioeconomic fabric. While the growth poles theory offers a structured approach to spatial development, its comparative evaluation with other spatial theories (such as clusters and business ecosystems)

reveals nuances that influence regional growth differently. This approach typically views the socioeconomic system in regional terms, with a preference for top-down planning, aiming to reduce disparities between regions. One of its pivotal analytical strengths is its recognition of the structural importance of industrial concentration, which can elevate developmental outcomes on both national and international scales.



## A Systematic Literature Review on Developing Job Profiles and Training Content for Open Data-Driven Smart Cities

| [DOI](#)

**Authors:** Angelika Kokkinaki, School of Business, University of Nicosia | Vasiliki Koukounidou, School of Business, University of Nicosia | Theodoros Tsakiris, School of Business, University of Nicosia | Alain Osta, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Presented at:** National or international issue or theme-specific conference

**Department:** Management

With the escalating influx of open data daily, the European Commission, as per the European's 2022 Strategic Foresight Report, prioritizes fostering equitable, greener and digital societies. The conversion of conventional services to digital platforms to support citizens in urban areas is now becoming the norm, posing challenges for accessible civic infrastructures. Open data-defined as data that can be freely used, re-used and redistributed by anyone are expected to bring forth opportunities and societal adjustment challenges. Despite being under investigation for the past two decades, the intersection of Open Data and Smart Cities continues to be a dynamic and developing research area. The progressive implementation of Smart Cities demands the development of new skills and competences. Our systematic literature review uncovers these research gaps highlighting potential areas for development and further study. In addition, this study investigates the legal and policy frameworks regarding Open Data and Open Data for Smart Cities. It explores the impact of Open Data on Smart Cities, as well as the necessary competencies and skills required by data officers to support the implementation of Smart Cities. Furthermore, the research will examine the upskilling and reskilling strategies for data officers in Smart Cities concerning Open Data.



## Employee Behaviour as a Possible Corporate System Vulnerability when Implementing Digitalisation in Smart Cities

| [DOI](#)

**Authors:** Hans Rüdiger Kaufmann, School of Business, University of Nicosia

**Date of publication:** April, 2024

**Presented at:** National or international issue or theme-specific conference

**Department:** Management | Human Resource Management

Rudiger Hans Kaufmann, Sehlmeier L.

Digitizing processes to improve the citizen centered performance is one of the key challenges for Smart Cities (Radchenko, 2023). This paper contends that, whilst resolving those challenges, the implemented strategies could cause undesired outcomes. Also, this intersects significantly with urban planning considerations, as it involves the integration of digital technologies, including infrastructure, service and governance. At first glance, innovative digital technologies might render more transparent processes saving time and money for organizations. However, people, too often, disregard the threats associated with them. The latter can be classified in external and internal threats. Interestingly, companies feel threatened more by the internal ones since they cannot entirely be eliminated (Boce, 2023). In more detail, the importance of the topic emerges from the following research gap: "From the general point of view of companies, there are no real structures for security management. Also, they do not design policies that will minimize internal threats, they have not yet understood the importance and influence of man as a threatening factor..." (Boce, 2023, p.76).

The research addresses the general question of how employee behavior contributes to internal vulnerabilities affecting the security and compliance governance of digitalization implementations in a Smart City context?

The aim of this research in progress is to address this 'human threat' via a comprehensive systematic literature review and a consecutive empirical research design.



## Publications Related to RME and/or Sustainability

### Financial Inclusion and Poverty Alleviation: A Critical Analysis in Nigeria

| [DOI](#)

**Authors:** Demetris Vrontis, School of Business, University of Nicosia

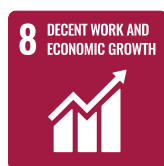


**Date of publication:** September, 2025

**Department:** Business Administration | Finance | Economics

Chinonyerem Matilda Omenihu, Sanjukta Brahma, Epameinondas Katsikas, [Demetris Vrontis](#), Evangelia Siachou, Ioannis Krasonikolakis (Glasgow Caledonian University, University of Kent, Univeristy of Nicosia, S P Jain School of Global Management, Dubai, National and Kapodistrian University of Athens, University of Bath)

The study looks at the impact that the three dimensions of financial inclusion (FI) (i.e., access, usage, quality) may have on poverty alleviation. In doing so, the study relies on demand and supply-side data to measure Nigeria's FI. The demand-side data were derived from the 2021 Global Findex data, and the supply side data were sourced from the IMF Access survey database (2004–2021). The supply-side data were analysed using the ordinary least squares regression (OLS), while the demand-side data were analysed using the probit regression model. The study outcomes revealed a negative and significant relationship between financial access and poverty rate, further indicating that those who use financial services are less likely to experience poverty. The study recommends that financial service providers tailor their financial products to align with the educational level of the target population to encourage savings.



## **Disentangling the resiliency of international transportation systems under uncertainty by a novel multi-layer spherical fuzzy decision-making framework: Evidence from an emerging economy** | [DOI](#)

**Authors:** Demetris Vrontis, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Hannan Amoozad Mahdirajia,  
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Although transportation systems play a critical role in the global socio-economic facets, they are acknowledged as vulnerable systems directly impacted by unexpected events, e.g., natural calamities, war, traffic accidents, terrorist attacks, and public health. In this respect, improving the resiliency of transportation systems under uncertainty is a controversial global challenge that this study could underpin. To do so, a systematic literature review (SLR) extracted a list of resiliency factors for resilient transportation systems. Next, a novel version of spherical fuzzy Delphi (SFD) screened factors, considering the case of Iran's international maritime transportation system. Moreover, the causal network relationship of the finalised factors was analysed by a novel hybrid spherical fuzzy approach, including a decision-making trial and evaluation laboratory (DEMATEL) and the analytic network process (ANP). Later, the unexpected events that occurred after 2000 were investigated. The SLR deeply investigated 51 of the top relevant articles. As a result, 12 factors and 22 subfactors that affect transportation systems resiliency were extracted. Notably, the rest of the findings primarily apply to the Iranian context. By implementing the SFD, ten factors were screened for Iran's international maritime transportation system and then analysed by SF-DEMATEL. After, the analysed factors were weighted by SFANP, where "recoverability" was selected as the most critical factor, and the "technological and communicational" factor was chosen as the least critical factor. Furthermore, the results provide a critical analysis of the policies adopted by Iran's international maritime transportation system to enhance resiliency under disruptive events.



## Employee motivation and professional burnout as impacts of organizational culture on medical institutions

| [DOI](#)

**Authors:** Demetris Vrontis, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management | Human Resource Management

Rasa Pauliene (Corresponding Author) ; Gindrute Kasnauskiene; Odeta Raudone; Vaida Liubauskiene; Demetris Vrontis

This Lithuanian study surveyed 235 healthcare employees to analyze how organizational culture impacts motivation and burnout across different medical roles. Key findings show that organizational culture significantly affects both employee motivation and burnout, with important implications for reducing turnover and improving workforce retention. The research revealed that while organizational culture doesn't significantly impact neglect among healthcare workers, it does significantly influence overload and lack of professional development across all employee groups (doctors, nurses, administrators). The study emphasizes organizational culture's crucial role in healthcare system performance and social well-being.



## Post-retirement transition: Challenges and support strategies for professional football players

| [DOI](#)

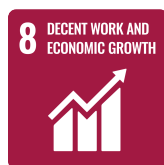
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**Date of publication:** September, 2025

**Department:** Management

The career lifespan of professional football players is often notably brief, typically spanning only a few years, which presents unique challenges when transitioning to life after retirement. Despite the inevitability of this transition, many football players find themselves inadequately prepared for the abrupt change from the structured environment of professional sports to the broader, less predictable professional world. This study seeks to identify the factors influencing the duration of their sports careers, explore the various challenges when transitioning to post-football life, and offer a set of recommendations for enhancing the various support systems. The study highlights the importance of a proactive and holistic approach to career transition, advocating for integrating comprehensive support systems that address these challenges well before retirement, helping as many retired football players as possible transition into entrepreneurial roles or start new ventures. Existing programs that support this transition are examined, with findings pointing to the need for tailored guidance, continuous education, and robust mentorship as critical components of successful transition strategies. It demonstrated that HRM strategies are crucial for helping football players adapt to post-retirement life, offering support in various areas such as skills development, mental health, re-employment prospects and career redirection. This study contributes to the broader discourse on athlete welfare and underscores the need for continued investment in support mechanisms to ensure

the well-being of professional football players both during and after their careers. By focusing on these areas, the study aims to foster environments that not only prepare football players for their eventual transition but also enable them to thrive in life beyond the playing field.



## Exploring the influence of gender diversity and women's empowerment on family entrepreneurship performance: the moderating impact of firm characteristic

| [DOI](#)

**Authors:** Demetris Vrontis, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

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**Purpose:** This paper aims to examine how gender diversity and women's empowerment influence the performance of family entrepreneurship and explores the role of firm characteristics as a moderating factor. **Design/methodology/approach:** The study used a structured questionnaire as the survey tool to collect data from 91 women managers working in family entrepreneurship, which originated from entrepreneurial initiatives, located in various Lebanese regions. The validity of the construct was assumed using the fitness of extracted index, incremental fit-index, non-normal fit-index, root mean square of residuals and standard root mean square residual. Composite reliability, Cronbach's alpha and value confirmatory factor analysis were used to measure the internal consistency. Data were analyzed using the structural equation modeling method. **Findings:** This study reveals that gender equality, education level and family support significantly affect women's empowerment while an insignificant association was found between empowerment and earning social status and achieving financial independence. This paper also showed a significant interaction between women's empowerment and the performance of family entrepreneurship. Additionally, the results showed that women holding managerial positions in family entrepreneurship is positively associated with firm performance. Finally, it was concluded that the location of the family firm moderates the relationship between gender diversity and firm performance. **Originality/value:** This research contributes to theory and practice regarding the role of women in family entrepreneurship and sheds light on gender differences influencing family entrepreneurship and women empowerment issues.



## A Sustainable Risk Management Model and Instruments for Young Farmers in EU Agriculture

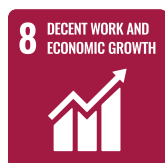
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**Date of publication:** September, 2025

**Department:** Finance | Accounting

Young farmers are ready to embrace innovation, smart agriculture, and science-based research to ensure that their work has long-term viability, profitability, and productivity. To prevent the farming population from aging and to ensure farming success, financial support must be provided through instruments that are specifically aimed at young farmers. It is necessary that youth have access to agricultural land policy throughout the EU for the agricultural sector to remain sustainable. In the European Union, young farmers manage farms that are in the lowest-size group. The limited financial possibilities available to young people in the EU exacerbate this. The relationships between risk management instruments and other interventions (such as direct payment and ex-post instruments) and the integration of these tools into national and EU policy frameworks must be thoroughly examined in future policy. Evaluating the possible repercussions of risk management being widely implemented as well as measuring the anticipated variations in farm revenue and the volatility of agricultural commodity prices are equally crucial. Therefore, the present article utilized extant data to conduct a comparative analysis and ultimately present a set of multidisciplinary and quantitative indicators of supportive measures for young farmers in the EU, while also identifying the requisite areas for improvement.



## Cultural Heritage for Sustainable Education Amidst Digitalisation

| [DOI](#)

**Authors:** Yianna Orphanidou, School of Business, University of Nicosia | Leonidas Efthymiou, School of Business, University of Nicosia | George Panayiotou, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

The integration of cultural heritage in education facilitates critical thinking, experiential learning, cross-cultural collaborative learning and ultimately, quality learning experiences. This process is further enhanced by the increasing adoption of digital technology, which makes education more accessible. However, some countries in the European Union have low digital literacy and a high student dropout rate. Also, the use of cultural heritage in education is declining as young learners are becoming increasingly unaware of their cultural identity. Within this framework, a study of mixed methods (questionnaires and interviews) was conducted in three European countries to examine digital and cultural heritage competencies among young learners. The results of the paper reveal how digital cultural heritage increases learners' resilience by promoting competences for digital transformation, which in turn enhances learning and engagement with cultural heritage. Drawing on our findings, the paper proposes a new innovative hybrid model within the framework of sustainable education (SE).



## Digital Inclusivity: Advancing Accessible Tourism via Sustainable E-Commerce and Marketing Strategies

| [DOI](#)

**Authors:** Alkis Thrassou, School of Business, University of Nicosia | Giannis Theofanous, School of Business, University of Nicosia | Naziyet Uzunboylyu, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management | Marketing

In the fast-paced digital economy, stakeholders across regions, industries and organisational typologies are recognising the growing significance of adopting customer-centric digital strategies. Inexorably, this necessitates the comprehension of consumer behaviours across a diverse customer spectrum, including individuals with disabilities (PwD). In this context, the present expert-driven conceptual research examines tourism digital sustainability and inclusion and elucidates the role of tourism e-commerce platforms in promoting a barrier-free digital environment for PwD and creating a more inclusive and sustainable online marketing landscape. The findings highlight the need for

ongoing evaluation and improvement of the user experience to achieve satisfaction, loyalty and stakeholder engagement, as well as the factors in need of consideration towards a barrier-free and sustainable e-commerce environment. Further research could explore the assessment of the framework presented here in a practical context towards implementation to uncover its strengths and limitations.



## Integrating Blockchains with the IoT: A Review of Architectures and Marine Use Cases

| [DOI](#)

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**Date of publication:** September, 2025

**Department:** Management | Computer Information Systems

This review examines the integration of blockchain technology with the IoT in the Marine Internet of Things (MIoT) and Internet of Underwater Things (IoUT), with applications in areas such as oceanographic monitoring and naval defense. These environments present distinct challenges, including a limited communication bandwidth, energy constraints, and secure data handling needs. Enhancing BloT systems requires a strategic selection of computing paradigms, such as edge and fog computing, and lightweight nodes to reduce latency and improve data processing in resource-limited settings. While a blockchain can improve data integrity and security, it can also introduce complexities, including interoperability issues, high energy consumption, standardization challenges, and costly transitions from legacy systems. The solutions reviewed here include lightweight consensus mechanisms to reduce computational demands. They also utilize established platforms, such as Ethereum and Hyperledger, or custom blockchains designed to meet marine-specific requirements. Additional approaches incorporate technologies such as fog and edge layers, software-defined networking (SDN), the InterPlanetary File System (IPFS) for decentralized storage, and AI-enhanced security measures, all adapted to each application's needs. Future research will need to prioritize scalability, energy efficiency, and interoperability for effective BloT deployment.



## International Political Economy, Business Ecosystems, Entrepreneurship, and Sustainability: A Synthesis on the Case of the Energy Sector

| [DOI](#)

**Authors:** Charis Vlados, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management | Entrepreneurship

This paper explores the intricate relationships among the evolution of the international political economy, the dynamics of business ecosystems, and the transformations in entrepreneurship within the European energy sector, with a specific emphasis on Greece, particularly the less developed region of Eastern Macedonia and Thrace. The aim is to understand how geopolitical, economic, and technological dynamics interact across macro-, meso-, and microlevels, especially within the context of the ongoing global energy transition. A multi-method approach is employed, including interviews with 16 experts, a survey of 89 energy firms, and eight in-depth interviews with microfirm owners. A key finding is that an integrated and evolutionary macro–meso–micro framework is essential for understanding and addressing the complex dynamics across various sectors, especially in the energy sector. The study highlights the need for targeted support for smaller firms through a restructured energy policy to foster local entrepreneurship and innovation. It further emphasizes that understanding the evolution of the global energy system and its components is crucial for addressing sustainability in environmental and socioeconomic terms, as the emerging model of energy production and consumption is directly tied to the reshaping of socioeconomic development models in the new globalization.

**Keywords:** international political economy; business ecosystems; entrepreneurship; energy sector; innovation; energy transition; energy policy; European Union; Greece; Region of Eastern Macedonia–Thrace (ReMTh)



## Leveraging Generative AI for Sustainable Academic Advising: Enhancing Educational Practices through AI-Driven Recommendations

| [DOI](#)

**Authors:** Theodor Panagiotakopoulos, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management | Computer Information Systems

Omiros Iatrellis, Nicholas Samaras, Konstantinos Kokkinos, Theodor Panagiotakopoulos



This study explores the integration of ChatGPT, a generative AI tool, into academic advising systems, aiming to assess its efficacy compared to traditional human-generated advisories. Conducted within the INVEST European University, which emphasizes sustainable and innovative educational practices, this research leverages AI to demonstrate its potential in enhancing sustainability within the context of academic advising. By providing ChatGPT with scenarios from academic advising, we evaluated the AI-generated recommendations against traditional advisories across multiple dimensions, including acceptance, clarity, practicality, impact, and relevance, in real academic settings. Five academic advisors reviewed recommendations across diverse advising scenarios such as pursuing certifications, selecting bachelor dissertation topics, enrolling in micro-credential programs, and securing internships. AI-generated recommendations provided unique insights and were considered highly relevant and understandable, although they received moderate scores in acceptance and practicality. This study demonstrates that while AI does not replace human judgment, it can reduce administrative burdens, significantly enhance the decision-making process in academic advising, and provide a foundation for a new framework that improves the efficacy and sustainability of academic advising practices.



## New Globalization and Energy Transition: Insights from Recent Global Developments

| [DOI](#)

**Authors:** Charis Vlados, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Dimos Chatzinikolaou, Charis Vlados

This paper explores the combined impacts of certain geopolitical and geoeconomic shifts on the global energy transition, focusing on developments related to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) and the Regional Comprehensive Economic Partnership (RCEP) agreements. The New Globalization Scenario Matrix (NGSM) and a correlative SWOT analysis in transnational terms are utilized to understand and conceptualize potential future global trends in the emerging new globalization. Findings suggest that the examined contemporary global events may enhance the overall performance of the global system, thereby accelerating energy

transitions. Consequently, a re-envisioned approach to the International Political Economy (IPE) of energy is proposed, blending repositioned realism and liberalism to foster a realistic and innovative new global liberalism.



## Russo-Ukrainian War and the emerging new globalization: a critical review of relevant research

| [DOI](#)

**Authors:** Charis Vlados, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Charis Vlados, Dimos Chatzinikolaou

The emerging new global socioeconomic system is marked by a complex tapestry of multifaceted challenges, significantly reshaping the past global architecture. In the context of international political economy, the current era might be more accurately described as “new globalization.” This field has recently begun to integrate the effects of the Russo-Ukrainian War, which erupted in February 2022, into its analytical framework. This military showdown exemplifies the complex and interrelated political, economic, and technological challenges inherent in the emerging new globalization. This paper delves into the potential ramifications of the Russo-Ukrainian War on the unfolding trajectory of new globalization, utilizing the analytical approach of the “Evolutionary Structural Triptych” (EST). This critical review of pertinent literature suggests that the war may increase the likelihood of diminished returns during the current phase of the emerging new globalization.



## The Ecosystems Perspective in Energy Research: A New Field is Born?

| [DOI](#)

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**Date of publication:** September, 2025

**Department:** Management

The “ecosystem perspective” seems to be gaining importance in energy research. This paper offers a systematic review of 98 articles to shed light on the burgeoning interest in the “energy ecosystems” perspective. The growth in energy ecosystems research stems from several factors: the integration of approaches that connect energy flows with ecological concepts, the inclusion of emerging technologies and socio-technical nuances, and a significant uptick in academic publications over recent years. Our review identifies four pivotal trends shaping the energy ecosystems discourse: “industrial ecology and sustainable development,” “energy transition and socioeconomic evolution,” “business and innovation ecosystems in energy,” “distributed energy systems, smart grid innovations, and associated policy-regulation dynamics.” These trends underscore a pronounced emphasis on energy efficiency in the pertinent literature. Looking ahead, there’s a case for adopting a comprehensive macro-meso-micro framework, with a particular spotlight on the intricate roles of individual energy firms within these ecosystems.



## Collaborative Government Initiatives for Implementing Tourism Carrying Capacity in the Context of Sustainable Development

| [DOI](#)

**Authors:** Leonidas Efthymiou, School of Business, University of Nicosia | Avros Morphitis, School of Business, University of Nicosia

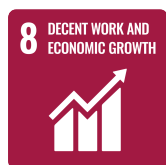
**Date of publication:** September, 2025

**Department:** Management

Georgios Markatos, Leonidas Efthymiou, Avros Morphitis

This exploratory study critically examines the intricate role of governmental entities in the implementation of tourism carrying capacity strategies, with a focal point on stakeholder engagement dynamics. In light of the imperative to manage tourism growth sustainably, this research endeavors to uncover the complex interplay between visitor demands and environmental and socio-cultural considerations. Employing an exploratory approach, the study delves into the collaborative efforts among diverse stakeholders, including governmental agencies, local communities, tourism operators, and environmental advocacy groups, in formulating and executing carrying capacity measures. Through empirical inquiry and comprehensive case analyses, this abstract investigates the challenges, opportunities, and optimal practices associated with stakeholder involvement in achieving sustainable tourism development objectives. The findings provide nuanced insights into the multifaceted landscape of tourism carrying capacity management, offering valuable guidance for policymakers,

practitioners, and scholars seeking to advance sustainable tourism paradigms. Ultimately, this research contributes to a deeper understanding of the complex dynamics shaping the sustainable management of tourism destinations.



## Examining the impact of crowdsourcing and open innovation from the emerging country perspective

| [DOI](#)

**Authors:** Demetris Vrontis, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Gianpaolo Basile, Demetris Vrontis, Sheshadri Chatterjee, Rosario Bianco

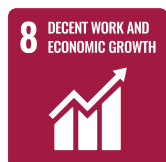
**Purpose:** This study examines the impact of crowdsourcing and open innovation (CSOI) in an emerging country like India. The study also investigates the moderating effects of technology support (TES) on improving firm performance and socio-economic conditions (SEC) in emerging countries.

**Design/methodology/approach:** A theoretical model has been developed with the help of stakeholder theory, dynamic capability view (DCV) and existing literature. Later, the theoretical model is validated using the partial least squares structural equation modelling technique to analyse 303 respondents from India.

**Findings:** The results of this study demonstrate that CSOI has a significant and positive role in the SEC in emerging countries, showing the emergence of an economy close to stakeholder capitalism or the Francesco Pope one. The study also finds that TES significantly moderates successful crowdsourcing practices and open innovation activities, influencing sustainability-related factors.

**Practical implications:** This study shows that CSOI practices can influence the SECs in emerging countries by improving intermediate sustainability-related contextual issues like environmental, social and economic factors. This implies that CSOI are relevant in emerging countries to ensure the socio-economic growth of the society where so many constraints prevail.

**Originality/value:** This is a preliminary study on CSOI practices that firms in emerging countries follow. Using stakeholder theory and DCV to develop the unique conceptual model is essential to the body of knowledge. The inclusion of moderators like TES is a unique value proposition. Moreover, the proposed theoretical model has a high predictive power, making the model impactful and novel.



## Lebanon's Economic Development Risk: Global Factors and Local Realities of the Shadow Economy Amid Financial Crisis

| [DOI](#)

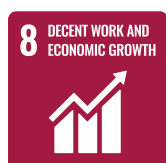
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**Date of publication:** September, 2025

**Department:** Management

The shadow economy's size and impact remain subjects of extensive research and debate, holding significant implications for economic policy and social welfare. In Lebanon, the ongoing crisis since 2019 has exacerbated severe economic challenges, with the national currency's collapse, bank crisis, and foreign reserve deficits. The World Bank reports Lebanon's financial deficit surpassed \$72 billion, three times the GDP in 2021. Despite a drastic decline in GDP, imports have surged to near-pre-crisis levels, exacerbating economic woes and indicating a constant outflow of foreign currencies.

Considering such contracting facts, this paper aims to investigate global factors influencing the shadow economy and discern their manifestations in Lebanon during financial crises. Our methodology involves a comprehensive literature review, alongside a case study approach specific to Lebanon. This dual-method strategy ensures a detailed understanding of the shadow economy's impact and the development of actionable insights for policy and economic reform. Through this approach, we seek to contribute to a nuanced understanding of Lebanon's economic landscape and provide valuable guidance for policy decisions aimed at reducing corruption, promoting transparency, and fostering a robust formal economy. The increase in the shadow economy raises the formal economy risk, as resources and activities diverted to informal channels hinder the growth and stability of the official economic sector. Although focusing on Lebanon, this analysis deepens the comprehension of the economic landscape and provides valuable guidance for policymakers, researchers, and stakeholders, aiming to address the root causes of informal economic activities and promote sustainable growth in developing countries in general.



## Managerial values and sustainable oriented innovation: Examining the role of knowledge exploration versus exploitation practices

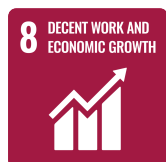
| [DOI](#)

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**Date of publication:** September, 2025

**Department:** Management

**Purpose:** Leveraging upper echelon theory and knowledge-based view of the firm, this paper aims to explore how chief executive officers' (CEO) sustainability orientation influences explorative and exploitative knowledge management practices, which in turn influence incremental and radical sustainable innovation under boundary conditions of CEOs' temporal focus and regional affiliation in the home country. **Design/methodology/approach:** This study used a nonprobability convenience sampling strategy. Using survey-based research, the authors tested the study hypotheses using partial least squares structural equation modeling on a sample of 298 CEOs from Indian small and medium enterprises. This study also tested the reliability and validity of the study variables by using internal consistency tests and convergent and discriminant validity procedures. **Findings:** The study finds that CEO sustainability orientation affects incremental and radical sustainable innovation via the mediating effect of explorative and exploitative knowledge management practices. Furthermore, CEOs' past temporal focus increases the influence of orientation on exploitative knowledge management. In contrast, future temporal focus increases the influence of CEO sustainability orientation on exploratory knowledge management practices. Finally, CEOs from the southwest, west and northwest regions of India increase the influence of exploratory knowledge management on radical sustainable innovation. **Research limitations/implications:** This study has significant implications for understanding upper-echelon factors that drive knowledge management practices. CEO temporal focus (time orientation) and demographic aspects (regional affiliation) influence CEOs' investment in different knowledge management and, hence, sustainable innovation management practices. However, this study does not explore cross-cultural differences and the role of the entire top management team in influencing sustainability values on sustainability innovation via knowledge management practices. **Practical implications:** This study comprehends upper-echelon factors that drive investment in knowledge management and sustainable innovation practices. Findings imply that CEOs with past and future temporal focus can influence sustainable innovation, but their investment in knowledge management strategies differs. Past temporal-focused CEOs invest more in exploitative and future temporal focus more in explorative knowledge management for influencing sustainable innovation. **Originality/value:** The study provides novel insights into the influence of upper-echelon traits on knowledge management and sustainable innovation practices. Extant literature has largely explored firm-level factors such as organizational culture influencing a firm's knowledge management practices. However, by integrating the upper echelon with the knowledge-based view of the firm, we explain how the traits of the CEO, especially the temporal perspective, influence knowledge management and sustainable innovation practices of firms.



## Navigating the digital marketing wave: Strategies and approaches for Cyprus's boutique hotels

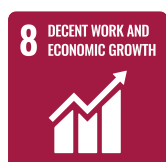
| [DOI](#)

**Authors:** Geogre Yiapanas, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

In the modern hospitality industry, particularly within the scenic context of Cyprus, digital marketing strategies have become indispensable for achieving competitive success. Cyprus, renowned for its rich cultural heritage and breathtaking landscapes, offers boutique hotels a distinct opportunity to differentiate themselves in a crowded market. As consumers increasingly turn to digital platforms for information and bookings, the effective utilization of digital marketing by these establishments is crucial. The industry's growing reliance on technology to attract new clients necessitates a strategic approach that not only engages potential customers but also establishes a robust digital brand presence. This study employs a mixed-methods approach, integrating qualitative interviews [n = 12] with hotel managers and digital marketing professionals alongside quantitative surveys [n = 158] to hotel guests. The aim is to examine the implementation of digital marketing strategies within Cyprus's boutique hotel sector and evaluate their impact on critical business outcomes, including customer engagement, brand visibility, and overall performance. The research reveals significant regional variations in the adoption and effectiveness of digital marketing strategies among boutique hotels in Cyprus. In tourist hotspots, advanced digital strategies have successfully enhanced brand visibility and increased direct bookings, particularly among younger, tech-savvy customers. Conversely, hotels catering to business customers face challenges in achieving similar digital engagement, often relying on traditional online travel agencies. The study highlights the importance of integrating digital marketing with national branding initiatives and addressing challenges such as regional geopolitical tensions and varying levels of digital literacy. To fully capitalize on digital marketing opportunities, Cypriot boutique hotels should invest in digital training to amplify their reach and increase bookings. An integrated approach that combines social media, and search engine optimization is recommended to maximize online presence, sustainability, and profitability. This comprehensive strategy will enable boutique hotels to navigate the complexities of the digital landscape effectively and achieve growth.



## The emergence of the new globalization: the approach of the evolutionary structural triptych

| [DOI](#)

**Authors:** Charis Vlados, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Charis Vlados, Dimos Chatzinikolaou

### Purpose

This study aims to analyze the emergence of a new structural configuration of globalization, with the 2008 global financial crisis serving as the first symptom of this change. By introducing the “Evolutionary Structural Triptych” (EST), this research seeks to understand the basic components of the new evolutionary trajectory of global capitalism post-2008. The study places emphasis on its interdependent and coevolving economic, political and technological dynamic facets.

### Design/methodology/approach

This research introduces the EST framework, critically contrasting it with conventional understandings in international political economy (IPE) to provide a comprehensive and structured analysis of global developments after 2008. It traces the phases of global capitalism since Second World War, examines the central dynamic dimensions during each evolutionary phase, identifies the basic patterns and delves into the foundational elements of the emerging era of globalization.

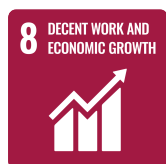
### Findings

The analysis reveals three key findings. First, the emerging restructured globalization indicates a need for a new balance in the contemporary world system; however, this balance cannot be achieved within the architecture of the old system. Second, the new era of globalization necessitates a re-equilibrated approach across different dimensions of geopolitical stability, economic development and innovation. This approach should emphasize sustainability, adaptability, resilience and inclusivity and lean toward responsible, open and organic innovation models for a revamped global structure. Third, while many current IPE theories tend to compartmentalize aspects of the new globalization, the EST advocates for a holistic perspective that integrates politics, economics and technology within the framework of global trends. This perspective bridges existing gaps and offers actionable insights for a dynamic and inclusive global future.

### Originality/value



The paper presents the EST as a novel analytical instrument in the realm of the modern IPE. This tool uniquely places technology and innovation at the forefront, parallel to economic and political spheres, to comprehend the progression of globalization. In doing so, it highlights the intertwined relationship of these structural dimensions in shaping the future of the subject of the IPE.



## The Impact of COVID-19 on Sustainability and CSR Activities: An Empirical Study Across Nine Sectors

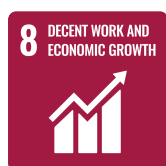
| [DOI](#)

**Authors:** Marlen Demetriou, School of Business, University of Nicosia | Alkis Thrassou, School of Business, University of Nicosia | Leonidas Efthymiou, School of Business, University of Nicosia | Karim Sahyoun, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

The ongoing pandemic of COVID-19 disrupts everyday life and has severe consequences on global business. Within this critical context, this chapter examines the impact of COVID-19 on Corporate Social Responsibility (CSR) activities in Cyprus. By using a thematic analysis, the study conducted an in-depth examination of twenty-three companies in Cyprus before and during the pandemic, across nine sectors: retail, hospitality and travel, information technology, professional service and service providers, professional education, manufacturing, banking and pharmaceutical. Published CSR activities concern mostly large businesses, with established CSR strategies. The majority of them adopts a cyclical matrix of CSR, and has adapted their CSR activities in order to alleviate the negative consequences of the pandemic on their staff, customers and the broader society. Also, Small and Medium Enterprises (SMEs) without clear CSR strategies had an opportunity to join a network of companies, namely 'Support CY' to participate in a number of activities amidst the pandemic. In most of the organisations participating in the study, the crisis has encouraged rather than discouraged CSR activities, whereas long-term CSR initiatives had a great impact on firms' reputation, brand, and long-lasting relationships with their stakeholders.



## The Role of Personal Remittances in Economic Development: A Comparative Analysis with Foreign Direct Investment in Lebanon

| [DOI](#)

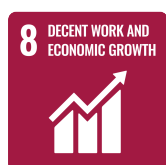
**Authors:** Alkis Thrassou, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Samar F. Abou Ltaif, Simona Mihai-Yiannaki, Alkis Thrassou

Understanding the role of personal remittances in economic development is crucial, particularly for countries like Lebanon, where these inflows play a significant role in economic stability. This study investigates the impact of personal remittances on Lebanon's economic development over the period from 2002 to 2022, employing a mixed-methods approach that combines quantitative regression analyses and qualitative data from surveys. The research finds that personal remittances have a more substantial effect on Lebanon's GDP compared to foreign direct investment (FDI), with positive correlations observed between remittances and key economic indicators such as GDP, public debt, and unemployment rates. Additionally, qualitative findings reveal that remittances are vital for addressing basic living expenses, education, and healthcare needs, illustrating their multifaceted influence on household well-being. This study contributes to the existing literature by providing a nuanced understanding of how remittances impact economic development in Lebanon and highlights the need for policy interventions aimed at enhancing financial literacy and promoting productive investments. The findings offer valuable implications for policymakers and stakeholders, suggesting that improving the management and utilization of remittances could significantly bolster Lebanon's economic resilience and growth prospects.



## The role of wine festivals as catalyst for promotion of fruit wine tourism: the case of Meghalaya, India

| [DOI](#)

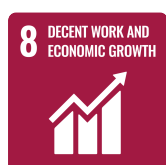
**Authors:** Alkis Thrassou, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Sharad Kumar Kulshreshtha, Ashok Kumar, Aleksandra Figurek, Alkis Thrassou

This research focuses on wine tourism in Meghalaya, India, which constitutes a new and promising prospect in the corresponding rural communities' economic development. Beyond the traditional wine, made from grapes, there are other types of wines ('fruit wines'), made from varieties of abundant exotic fruits of the region. These constitute a niche market, and wine festivals are used to increase sales, brand awareness, and customer loyalty. The aim of this study is to empirically investigate how the fruit wine festivals of Meghalaya attract tourists and visitors, generate interest to taste and experience homemade fruits wines, and promote fruit wine tourism activities in the state. It also investigates the efficacy of these efforts in terms of increasing public knowledge of wine tourism. The research methodologically combines empirical data with observation and qualitative research, conducted over a period of two years. The findings contribute to the theoretical knowledge of this industry and its tourism-related promotion, and they further offer valuable practical implications for businesses, regions and policymakers.



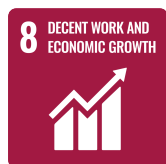
## **Towards a Commonly Accepted ESG Reporting Template for Greek and Cypriot SME**

**Authors:** Despoina Sfountouri, School of Business, University of Nicosia | Alexandros Antonaras, School of Business, University of Nicosia | Melpo Iacovidou, School of Business, University of Nicosia | Ioanna Papasolomou, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management | Accounting | Finance

Environmental, social, and governance (ESG) reporting is a revolution in the operation of businesses. In recent years, more and more businesses are required or decide to publish corporate sustainability reports that highlight their performance in the environmental, social, and intergovernmental pillar. The recent Corporate Sustainability Reporting Directive (CSRD) includes small and medium-sized enterprises (SMEs) in the context of mandatory ESG reporting. The goal of this paper is to provide a model ESG reporting framework to assist Cypriot and Greek SMEs in collecting and disclosing relevant data. A study was conducted to assess the readiness of Greek and Cypriot SMEs to engage in ESG reporting. The results revealed a relatively low level of maturity in this regard. At the same time, there is growing demand to develop a more cost-effective, user friendly, and straightforward ESG framework.



## Digital innovation and automation of business processes using quick response code: advancing the means-end chain theory

| [DOI](#)

**Authors:** Demetris Vrontis, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Krupa Rai, Ranjan Chaudhuri, Sheshadri Chatterjee, Demetris Vrontis, Antonino Galati

**Purpose:** The purpose of the research is to investigate customer shopping behaviour for Italian market, extra virgin olive oil (EVOO) using the quick response (QR) code. The study uses means-end chain (MEC) theory to explore the connections between product attributes, personal values and consumer preferences. **Design/methodology/approach:** The theory of means-end chain helps to uncover the underlying reasons why consumers choose specific products by examining the links between tangibles. There is a conceptual model developed with the help of MEC. The conceptual framework comprises product information and marketing communication, which constitute the sensory and non-sensory aspects of consumption behaviour, and it is empirically tested by CB-SEM technique. QR code usefulness and loyalty are treated as mediators to evaluate shopping behaviour to purchase EVOO. **Findings:** The study has used MEC theory and has extended this theory. This study found that there is a profound impact of technology (QR code) on the buying behaviour of EVOO for the Italian customers. This study has also found that product information and product communication play a critical role towards shopping behaviour of Italian consumers regarding EVOO related products. **Research limitations/implications:** Innovation and technology adoption, especially the use of QR codes in understanding product features, has been an attractive area for research exploration. This could include details about the product's origin, production methods and nutritional information. Such technology and innovation can change the business process management landscape of food-product distribution process. Not many studies are available which examine customers' interest and shopping behaviour using QR codes, especially in the context of EVOO. Thus, this research study has a profound impact on the Italian and other European market. **Originality/value:** In the Italian market, EVOO is more than just a product, it is a symbol of tradition, quality and cultural heritage. EVOO is not just a condiment, it is an essential ingredient that contributes to the overall flavour of dishes. This study explores the usage of QR code for EVOO related products. This is a unique study as there are a very few research studies available in this area of business process management and technology usage

related to EVOO products. Moreover, this research study adds values to the body of literature of business process management, technology usage, innovation and food technology. Thus, this study is unique and adds value to the existing literature.



## Innovation capability and R&D performance of organizations: moderating role of industry–academic knowledge transfer

| [DOI](#)

**Authors:** Demetris Vrontis, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Vinod Kumar, Sachin Kumar, Ranjan Chaudhuri, Sheshadri Chatterjee, Demetris Vrontis, Saeedeh Rezaee Vessal

**Purpose:** This study aims to examine how an organization's innovation capability could influence research and development (R&D) performance. It also investigates if industry–academic knowledge transfer has a moderating relationship between organizational innovation capability and exploration and exploitative innovation in improving the R&D performance of the organizations. **Design/methodology/approach:** Based on the literature and dynamic capability view, a conceptual model was developed and then validated using the partial least squares-structural equation modeling technique considering 387 responses from academicians and industry personnel. **Findings:** The study found that industry–academic knowledge transfer has a significant moderating impact toward improving innovation capability, organizations' R&D performance and exploration innovation. However, it has an insignificant moderating impact on improving innovation capability and exploitative innovation. **Practical implications:** Organizational innovation capability is characterized by both exploratory and exploitative innovation. Both types of innovation support the R&D performance of an organization. Also, organizations that closely work with academic institutions could gain significant R&D knowledge from academic expertise. This study provides food for thought for the academic community as well as industry policymakers. **Originality/value:** There are significant opportunities for academic institutions to gain practical knowledge from industry which can help them to accelerate their R&D activities. However, transferring knowledge between industry and academia has challenges related to intellectual property, patents and so on. Not much research has been conducted in this area. Thus, the proposed research model is unique and adds to the existing



## Applications of Blockchain and Smart Contracts to Address Challenges of Cooperative, Connected, and Automated Mobility

[DOI](#)

**Authors:** Theodor Panagiotakopoulos, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Christos Kontos, Theodor Panagiotakopoulos, Achilles Kameas

Population growth and environmental burden have turned the efforts of cities globally toward smarter and greener mobility. Cooperative and Connected Automated Mobility (CCAM) serves as a concept with the power and potential to help achieve these goals building on technological fields like Internet of Things, computer vision, and distributed computing. However, its implementation is hindered by various challenges covering technical parameters such as performance and reliability in tandem with other issues, such as safety, accountability, and trust. To overcome these issues, new distributed and decentralized approaches like blockchain and smart contracts are needed. This paper identifies a comprehensive inventory of CCAM challenges including technical, social, and ethical challenges. It then describes the most prominent methodologies using blockchain and smart contracts to address them. A comparative analysis of the findings follows, to draw useful conclusions and discuss future directions in CCAM and relevant blockchain applications. The paper contributes to intelligent transportation systems' research by offering an integrated view of the difficulties in substantiating CCAM and providing insights on the most popular blockchain and smart contract technologies that tackle them.



## Conceptual Framework for the influence of Cross-Cultural Consumer Behaviour on sustainable consumerism

[DOI](#)

**Authors:** Rudiger Hans Kaufmann, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Hans Rüdiger Kaufmann & Dolores Sanchez Bengoa

This contribution expands on the introduction section of this book aiming to contribute a research design to bridge the attitude-behavior gap in sustainable consumption, specifically in sustainable fashion consumption focusing on culture and identity related concepts. However, whilst reflecting on and integrating the current findings of still under-researched cross-cultural research (i.e. Shehawy, 2023) in this nascent knowledge stream, the authors suggest to integrate a, so far, rather neglected concept of identity to both, explain and transform individual and system orientated behavior to finally improve the level of sustainable development/engagement and achieve the final 'normal science' paradigmatic level (Kuhn, 1962). The current calls of many authors in the field, facing this lamentable 'evergreen' of attitude-behavior gap, for a clearer structure of relevant underpinning theoretical dimensions and new methodological approaches related to sustainable consumption, warrants the inclusion of the identity concept which, due to its inherent feature of authenticity, best possibly encapsulates the empirical evidence. Supporting Kuhn's view (1976), the emergence of extra-scientific phenomena, such as changed sustainability related and emotionally laden generational views, breakthrough technological developments (such as social media), or global economic and political changes warrant a thorough re-evaluation of current theories from an interdisciplinary lens. A conceptual research design is provided building on extensive literature reviews.



## Green organisational reorientations for the new globalisation

| [DOI](#)

**Authors:** Charis Vlados, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Dimos Chatzinikolaou, Charis Vlados

Achieving green and sustainable development is a fundamental characteristic of the emerging new globalisation, evident at the organisational and broader socioeconomic levels. This conceptual research explores how the recent literature approaches the dimensions and methodologies of green organisations, introducing a mechanism for advising and reinforcing their green physiology in

Stra.Tech.Man terms (strategy-technology-management synthesis). The Green Stra.Tech.Man Scorecard is an action research diagnostic tool for all organisational sizes, regardless of industry, ownership type, or location, integrating fundamental green organisational dimensions.



## Navigating the New Globalization Crisis through Innovation and Change Management: An Examination of the STRA.TECH.MAN–R.A.S.I. Framework

**Authors:** Charis Vlados, School of Business, University of Nicosia

**Date of publication:** September, 2025

**Department:** Management

Charis Vlados, Dimos Chatzinikolaou

This chapter presents the STRA.TECH.MAN–R.A.S.I. framework in response to various global crises currently unfolding, including COVID-19, climate change, and the Russo-Ukrainian war. By combining the dimensions of Strategy, Technology, and Management (STRA.TECH.MAN) with those of Resilience, Adaptability, Sustainability, and Inclusiveness (R.A.S.I.), this approach addresses immediate priorities in today's turbulent world. The framework offers an integrative theoretical model to guide businesses through innovation and change management in the face of significant global transformations. We argue that our proposed scorecard, accessible and applicable to organizations of varied scales and nature, paves the way for effective crisis management under the prevailing global crisis conditions. Conceptual in nature, this theoretical proposal underscores potential avenues for future research.



## Profiling Business in Uncertainty: Evolution, Transformation, and Adaptation Across Disciplines and Typologies

| [DOI](#)

**Authors:** Demetris Vrontis, School of Business, University of Nicosia | Alkis Thrassou, School of Business, University of Nicosia | Meliz Bozat, School of Business, University of Nicosia | Leonidas Efthymiou, School of Business, University of Nicosia



**Date of publication:** September, 2025

**Department:** Management

The dynamic nature of existing business environments necessitates organisations to cope with and manage various forms of uncertainty, deriving from factors such as technological advancements, global events, and market shifts. Environmental uncertainty, incorporating political, economic, and technological dimensions, presents challenges and opportunities for organisations, requiring strategic adaptation and resilience. Recent global crises, including the COVID-19 pandemic, the war in Ukraine, climate change, and geopolitical conflicts, have intensified the level of uncertainty, leading to the emergence of the term 'permacrisis' to describe ongoing and interconnected crises. Managing uncertainty involves strategic approaches such as risk management and strategic management, with a focus on identifying, evaluating, and responding to uncertainties effectively. Strategic management concepts like the Resource-Based View (RBV) and Organisational Agility (OA) provide frameworks for organisations to leverage their internal strengths and adapt to external changes. Additionally, embracing the VUCA (Volatile, Uncertain, Complex, and Ambiguous) concept in the context of Industry 4.0 highlights the importance of agility, innovation, and leadership in navigating turbulent environments. Within this context, the current chapter delineates how strategic management concepts offer valuable tools for organisations to enhance their adaptability, innovation, and resilience in uncertain times.



## Research Barriers

In 2024, University of Nicosia identified the following barriers to conducting research related to sustainability and/or responsibility:

- ❖ Ethical concerns
- ❖ Methodological limitations



# Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

## How We Define Partner

Partners are collaborative stakeholders from business, government, civil society, academia, and student communities who engage with us to co-create knowledge, share resources, and advance responsible management education and sustainable development through mutual learning and collective action.

## Institutional Partnerships

- ❖ Local institutions and associations
- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ Quacquarelli Symonds (QS)
- ❖ Times Higher Education (THE)
- ❖ Ministries of Education, Higher Education, or similar national bodies
- ❖ University Councils

## Student Organization Partnerships

- ❖ None

## Partnerships

The following provides more details on 1 key partnership at University of Nicosia.

### AACSB

**The Dean of the UNIC School of Business, Professor Angelika Kokkinaki** shares:

The University of Nicosia School of Business earned AACSB accreditation in July 2025, establishing a transformative partnership that extends well beyond traditional accreditation. This ongoing collaboration has been essential in advancing our sustainability and responsibility initiatives.

AACSB serves as our strategic partner by providing comprehensive frameworks for responsible management education and connecting us with global networks of like-minded institutions. Through this partnership, we have successfully integrated UN Sustainable Development Goals 4, 8, 9, and 12 into our program delivery and research activities, transforming our social responsibility commitment into precise strategic priorities.

The partnership has strengthened our experiential components, including Marketing and Hospitality Practicums that place students in organizations where responsible management drives daily practice. AACSB's emphasis on stakeholder engagement has helped us develop meaningful industry partnerships, creating learning experiences that bridge academic work with societal expectations.

Our SDG-related publications have increased significantly over the past five years, supported by AACSB's research frameworks and community of practice. Faculty involvement in editing the Palgrave "Business for Sustainability" series and mentoring startups through the Cyprus Entrepreneurship Competition reflects the scholarly opportunities this partnership has facilitated. Through AACSB networks, our faculty engage in major cross-continental projects, including initiatives for socio-economic development of Asian societies through family business education.

Operationally, the partnership has supported our sustainability initiatives, including photovoltaic systems, smart retrofits, and efficient recycling practices, by connecting operational excellence with academic mission. Our community engagement has also been enhanced, strengthening our decade-long support of the Cyprus Anti-cancer Society, through which we have helped raise over €500,000.

This ongoing AACSB collaboration supports our mission to educate effective leaders who manage organizations sustainably while contributing to technological advancement, creating lasting positive impact for students, faculty, and the broader community.



# Practice

We adopt responsible and accountable management principles in our own governance and operations.

## How We Define Practice

Practice at UNIC means aligning our institutional operations with the responsible management principles we teach. Through our sustainability and EDI strategies, we recognize that credible responsible management education requires us to demonstrate accountability in our own governance, operations, and decision-making processes before expecting it from our graduates.

## Institutional Policies and Practices

- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Curriculum guidelines
- ❖ Employee equity, diversity, inclusion
- ❖ Environmental stewardship policies
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Professional training opportunities
- ❖ Responsible procurement policies
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Water
- ❖ Buildings/real estate
- ❖ Campus operations guides
- ❖ Ethical data sourcing guides
- ❖ Ministry of education recommendation documents
- ❖ Accreditation body recommendation documents

## Policy Documents Related to RME and/or Sustainability

Sustainability Strategy - University of Nicosia 2024

[View document](#) 

[Download document](#) 

UNIC EDI-Strategy-Action-Plan Feb 2024

[View document](#) 

[Download document](#) 

Environmental Policy - EN v1.3

[View document](#) 

[Download document](#) 

Waste Management Policy - EN v1.5

View document 

Download document 



# Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.





## How We Define Share

Share at UNIC means transparently communicating our responsible management education journey, including both achievements and challenges, with the global PRME community and stakeholders. We foster collaborative learning by documenting our experiences, participating in knowledge networks, and contributing to collective advancement of sustainable business education practices across institutions worldwide.

## Engagement Opportunities

University of Nicosia offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Open faculty and student meetings and town halls
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Publicly accessible sustainability data and dashboards
- ❖ Student and staff volunteer programs
- ❖ Sustainability-focused research and collaboration Opportunities

## Communication Audiences

University of Nicosia communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Alumni and donors
- ❖ Boards and advisory committees
- ❖ Business and industry partners
- ❖ Chamber of commerce and local communities
- ❖ Faculty and staff
- ❖ Government and policy makers



SIGNATORY

# University of Nicosia

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