Bsc (Hons) in BUSINESS ADMINISTRATION

Programme Handbook

1. WELCOME AND INTRODUCTION

WELCOME!
Dear Student,

This Handbook is intended to provide a concise reference and guide for all AAU students. Included herein are brief statements of university policies applicable to and of interest to all university constituencies.

This guide is intended to address some of the common academic and student life questions and concerns that are likely to arise during your years at AAU. Its purpose is not merely to lay out the policies of academic life, but also to point out ways of thinking about your education. Planning carefully and looking ahead will enable you to maximize your opportunities at the university. Knowing when and where to find guidance and counsel is important in ensuring that your educational choices are well considered and make sense in the context of your larger academic goals.

We do assume, however, that you will seek out the help you need. This guide has been designed to help you do just that. Please read it, keep it, and use it as a reference throughout your academic career.

With best regards,

Dr. Stamos Karamouzis

Anatolia American University ULE, Provost

2. LIST OF PROGRAMME DIRECTOR AND ACADEMIC STAFF

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3. NAME, POSITION AND INSTITUTION OF THE EXTERNAL EXAMINERS INVOLVED IN THE PROGRAMME

Dr. Anna Rita Bennato, Loughborough Business School

4. INTRODUCTION TO THE PROGRAMME

The BSc Honours in Business Administration programme is offered within the School of Business. It contributes to the AAU mission, by providing to a diverse student body, a high quality, skilled-based and student-centered business education. It offers four pathways: Entrepreneurial Management, Marketing, Tourism, International Business & Finance. The pathways are addressing not only the human resource needs of the local business community but provide opportunities to graduates to work in other countries. The programme has also been designed to equip students them with a range of transferrable skills which will enable them to consider a variety of employment and further study opportunities relevant to careers in subject specific areas and in the broader business sector.

PROGRAMME SPECIFICATION

The program is to prepare students to enter into a professional career in the world of Business either in existing corporations or in creating their own. In developing the programme local employers have been consulted and help in determining the pathways that could be useful to students in obtaining a career path. The teaching strategies have been developed in such a way as to make students not only to be able to understand, synthesize and critically evaluate theoretical applications and cases but also engage in real life business situations. This is done though guest lecturers, visiting companies and running projects for companies. As a result of these interactions quite often the graduates of the business program are preferred for employment because they have demonstrated in practice their abilities.

The main aims and objectives of the programme are:

- *Develop students' understanding, knowledge, skills, abilities, competencies, and values and where possible experience relevant to the field of Business Studies.*

- *Encourage students' intellectual curiosity and broaden their knowledge horizons.*

- *Enable students to respond to international developments while ensuring their impact on the business community in Greece and SE Europe.*

- *Provide education linked to a range of career opportunities in the Business sector through a programme that combines both theory and practical application of skills.*

- *Develop the intellectual capacity of students and enhance their research skills and entrepreneurship, enabling them to continue their academic studies or to be employed in appropriate positions in the field of their choice.*

- *Enable students to understand the theories, policies and practices of the business world.*

- *Equip students with the knowledge and skills needed to become productive citizens.*

The minimum duration of study at AAU leading to the award of the Undergraduate Diploma is set at four (4) years, which includes the time required for the preparation and evaluation of the undergraduate thesis. The Business curriculum consists of four (4) module levels: Enhancement (credit bearing), Level 4, Level 5, and Level 6. Each level includes eight (8) modules. To obtain the degree, students are required to complete 40 modules, of which 32 carry credit units (240 ECTS). The program also includes eight (8) Enhancement Modules without credit units, including one (1) Free Elective module. **Compulsory modules of one concentration can be chosen as Enhancement Modules for the other concentrations.** During the final three (3) academic terms, students may participate in the Internship Module (PRAC 300). The undergraduate thesis is completed during the final year of study.

PROGRAMME OF STUDY AND INTENDED LEARNING OUTCOMES

Enhancement modules

These modules ensure that students receive a well-rounded, skills-based education and may include modules that enhance knowledge and skills in their subject area. Employers look for candidates who can analyze information, collaborate and adapt. The Enhancement modules equip students with highly desirable skills that maximize their learning experience and enhance both personal and professional growth, preparing them to navigate an ever-changing world. As part of their co-curricular studies, students, students are expected to master foundational skills that:

Develop Critical Skills

The Enhancement module build essential skills like critical thinking, communication, problem solving, and analytical reasoning.

- **Encourage Interdisciplinary Thinking**

By taking modules in sciences, humanities, and social sciences, students learn how different fields connect, making them more adaptable and innovative thinkers.

- **Improve Communication & Writing**

Strong writing and speaking skills are crucial in any profession. English and communication modulesmodules ensure students can express ideas clearly.

- **Boost Career Readiness**

Employers look for well-rounded candidates who can analyze information, collaborate, and adapt—skills reinforced through general education modules.

- **Promote Lifelong Learning**

These modules expose students to new subjects they might not have explored otherwise, helping them become more curious and engaged learners.

Enhancement modules

a) Eight (8) credit bearing enhancement modules

Enhancement modules (credit bearing)

- Mathematics 101 Finite Mathematics
- English 102 Composition II
- Computer Science 101 Introduction to Computing
- English 204 Business/Professional Communication
- Philosophy 101 Introduction to Philosophy and Critical Reasoning
- History 120 The modern world
- Politics 101 Contemporary Politics
- Psychology 101 Introduction to Psychology

b) Eight (8) **non-credit bearing** enhancement modules

Students are required to attend eight (8) Enhancement Modules (not credit bearing), including one (1) **Free Elective Module**. Compulsory modules of one concentration can be chosen as Enhancement Modules for the other concentrations.

- English 101 Composition I
- Nutrition 130: Fundamentals of Human Nutrition
- Art 120: Art Appreciation: Principles of Design
- Art 130 Introduction to Photography, from the analog to digital era
- Philosophy 203: Ethics
- Computer Science 306: Advanced Web Development
- Computer Science 312: Database Management Systems
- Computer Science 325: Distributed Applications
- Computer Science 412: Object Oriented Design Patterns
- Computer Science 422: Advanced Database Systems
- Computer Science 450: System Analysis and Design
- Practicum 300: Practicum
- Business 398: Undergraduate Internship in Business
- Business 399: Global Competitiveness Practicum
- Economics 242: Applied Managerial Economics
- Finance 400: Seminar in Finance
- Marketing 202: Services Marketing
- Marketing 212: Sales Management
- Marketing 302: Corporate Social Responsibility

Compulsory Enhancement modules	Credit points	Optional modules	Is module compensatable?	Semester offered
● *Mathematics 101: Finite Mathematics* ● *English 102: Composition II* ● *Computer Science 101: Introduction to Computing* ● *English 204: Business/Professional Communication* ● *Philosophy 101: Introduction to Philosophy and Critical Reasoning* ● *History 120: The modern world* ● *Politics 101: Contemporary Politics* ● *Psychology 101: Introduction to Psychology*	*15* *15* *15* *15* *15* *15* *15* *15*		*N/A for all*	*Spring* *Spring* *Spring* *Fall* *Spring* *Spring* *Fall* *Fall*

Intended learning outcomes for <u>Enhancement modules</u> are listed below:

3A. Knowledge and Understanding

Learning outcomes:	**Larning and teaching strategy/ assessment methods**
Upon completion of the level, students will demonstrate: ● *A1 an awareness of a foundational concepts, key theories, and terminology in relevant subject areas (including mathematics, digital technologies, humanities, and social sciences).* ● *A2 an understanding of how people think, learn and behave, and how societies organize and govern themselves.*	***Learning and teaching strategy*** ● *Engage students in close reading, class discussions and group work; utilize a variety of audiovisual resources (videos, films, new media, and websites).* ● *Assessment methods* ● *Written exams and quizzes on core subject matter.* ● *Short-answer or essay assignments evaluating conceptual understanding. Reading comprehension tests.*

3B. Cognitive Skills

Learning outcomes:	***Learning and teaching strategy/ assessment methods***
Upon completion of the level, students will be able to: ● *B1 Interpret information, data and arguments critically, drawing on both quantitative and qualitative reasoning.* ● *B2 Evaluate different perspectives, theories, or solutions and make informed judgements.*	***Learning and teaching strategy*** ● *Lectures, student led activities and group work, workshops, discussion groups* ● *Assessment methods* ● *Analytical essays and case study write-ups.* ● *Comparative reviews of scholarly texts.* ● *Structured debates or panel discussions.*

3C. Practical and professional skills	
Learning outcomes:	**Learning and teaching strategy/ assessment methods**
Upon completion of the level, students will demonstrate: ● *C1 skills to assess and use a basic set of digital tools (e.g., word processing, spreadsheets, research databases) for academic, research, or professional projects.* ● *C2 skills to follow discipline-specific procedures (e.g., mathematical modeling, experimental methods, information retrieval) and apply them in practical contexts.* ● *C3 an ability to produce well-organized, professional-quality communications (written, oral, visual).*	***Learning and teaching strategy*** ● *Individual and group projects, class discussions, class presentations, participation in events organised by the School.* ● *Assessment methods* ● *Computer-based assignments, simulations, or projects.* ● *Oral presentations and role-play scenarios.* ● *Business communications such as memos, reports, or emails.*

● **3D. Key/transferable skills**	
Learning outcomes:	**Learning and teaching strategy/ assessment methods**
Upon completion of the level, students will be able to: ● *D1. Plan and review study plan while collaborating effectively in diverse teams, showing adaptability and interpersonal communication.* ● *D2. Comprehend and communicate ideas clearly in both writing and speaking, tailoring language for academic, professional, and interdisciplinary audiences.* ● *D3. Demonstrate an understanding of the role of professional bodies and lifelong learning strategies, self-reflection, and adaptability to new challenges.* ● *D4. Exhibit intercultural awareness and global perspectives when addressing problems or working with others.*	***Learning and teaching strategy*** ● *Systematic use of digital technologies, group discussions, research tasks, oral presentations, workshops.* ● *Assessment methods* ● *Group projects and/or peer evaluations.* ● *Reflective journals and portfolios documenting skill development.* ● *Presentations targeting diverse audiences.* ● *Feedback from team-based activities or collaborative assignments.*

INTENDED LEARNING OUTCOMES

3A. Knowledge and understanding	
Learning outcomes:	**Learning and teaching strategy/ assessment methods**
• A1 Knowledge and understanding of the theory, methodologies and applications in the field of specialty of each pathway (specifically Entrepreneurial Management, Marketing, International Business & Finance, Tourism). How it is applied in achieving business organizations objectives. • A2 Deepening their knowledge and enhancing their managerial capabilities in developing business strategy and business strategy implementation taking into account the organizational, governmental, institutional and societal factors. • A3 Acquire quantitative reasoning thus being able to analyze information and measure the effectiveness of their choices	Modules taught feature a variety of summative and formative assessments. There is a progression from learning and understanding the theory to being able to relate to the business environment. The analysis, synthesis and application of theory is progressively done from level 4 to level 5 to level 6. This is achieved through lecturing, class discussion, guest lecturing, company visits, cases, real business projects, group work,

3A. Knowledge and understanding	
• A4 Knowledge and understanding of how their field of specialization (specifically Entrepreneurial Management, Marketing, Finance & International Business) relates to other business functions; the role of each of each function in the organization; the interrelationship of the functions in relation to achieving organizational objectives. • A5 Knowledge and understanding of the role business organizations play in terms of economic and societal development. • A6 (International Business & Finance) Knowledge and understanding of the international environment in which organizations operate; knowledge and understanding of the financial institutions, the financial services and their role in the economy; development and implementation of international business strategy; how the financial sector interacts with the business organizations and it contributes to organizational performance. • A6 (Tourism) Knowledge and understanding of tourism and hospitality as a service and as a product; local and global trends; visitors' preferences; the creation and promotion of the destination product; various forms of tourism	presentations and research of sources. Each module specifies its teaching method and assessment. Students are expected to learn using the methods described above that combined address both the cognitive and experiential aspects of learning.

3A. Knowledge and understanding	
• A6 (Entrepreneurial Management) Knowledge and understanding of the conditions, the elements required in engaging in entrepreneurial endeavours; the creation of effective strategic planning and managing growth; capitalize on opportunities and identifying and approaching financing sources. • A6 (Marketing) Knowledge and understanding of the different elements that comprise the function of marketing, their role in organizations, and how to integrate them in a single strategy; the role of marketing in the economy and how it affects consumers' choice and welfare.	
3B. Cognitive skills	
Learning outcomes:	**Learning and teaching strategy/ assessment methods**
Upon completion of the program, students will demonstrate systematic understanding of: • B1 Apply skills of critical analysis and reasoning on theories and business problems and examine and evaluate alternative approaches to them.	The use of cases, examples and projects are used along with the classroom discussion to develop cognitive skills. Students are encouraged to work

3A. Knowledge and understanding	
• B2 Develop the ability to combine information for problem solution relating to different organizational contexts. They will also be able to conceptualize, debate, and solve problems regarding such key issues as: • B3 Adept in thinking independently and taking initiatives in applying models for problem solving • B4 competence in the choice and use of complex and specialized material for advanced writing on an empirical project or a business plan	independently and provide their own solutions to cases and real-world problems. The questions in the examinations are progressively in levels 5 and 6 addressing these skills.

3C. Practical and professional skills	
Learning outcomes:	**Learning and teaching strategy/ assessment methods**
Upon completion of the program, students will demonstrate an understanding of and ability to perform tasks relating to: • C1 Write in a professional and comprehensible way	The adherence to deadlines, project specifications, classroom discussion format is one way of teaching self-management and

3C. Practical and professional skills	
• C2 Learn how to use information sources and technology • C3 Improve self management and organizational skills • C4 An ability to carry out an empirical study, or a business plan, involving various methods of data collection (experiments, observation, questionnaires, interviews etc), set up a major project and write an argument	organizational skills. In addition to the modules that teach technology for management and use of information sources modules requirements increasingly demand the use of technology, information sources and reporting at levels 5 and 6.

3D. Key/transferable skills	
Learning outcomes:	**Learning and teaching strategy/ assessment methods**
Upon completion of the program, students will demonstrate a mastery of practical tasks involving:	The AAUGeneral Education curriculum is predicated on transfer of communication and other skills across the four years of undergraduate study. In

3D. Key/transferable skills	
• D1 Develop the skills to make effective presentations that will communicate information, propositions, and justification, using the appropriate approach in relation to the situation and the audience. • D2 Apply new technologies in acquiring, analyzing and presenting information. • D3 Develop planning skills that be applied in achieving individual and group work objectives.	level 4 students are given literacy and IT training. Many modules in levels 4-6 include group projects. Students routinely are called upon to do formal and informal oral presentations, including as part of their senior (level 6) final project/thesis.

PROGRAMME STRUCTURE (PATHWAY ENTREPRENEURIAL MANAGEMENT)

Programme Structure - LEVEL 4 – AAU years 1-2			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MATH 115-Calculus CS 151-Quantitative Computing MNGT 101-Introduction to Management ACC 101-Financial Accounting ECON 101-Introductory Macroeconomics ACC 102-Managerial Accounting MKTG 101-Introduction to Marketing ECON 102-Introductory Microeconomics	15		

Exit Award: If the learning outcomes have been met, then the student is entitled to receive a Certificate of Higher Education in Business Administration providing they have successfully achieved 120 credits at Level 4 or transfer to BSc (Hons) Business Administration.

Programme Structure - LEVEL 5 – AAU year 3			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MNGT 201-Organizational Behavior FIN 201-Financial Management BUS 241-International Business Law CS 201-Business Computing RES 299- Research Methods FIN 202-Entrepreneurial Corporate Finance MNGT 219-Entrepreneurial International Business STAT 205-Statistics I	15		

Exit Award: If the learning outcomes have been met, then the student is entitled to receive a Diploma of Higher Education in Business Administration providing they have successfully achieved 240 credits (120 at Level 4, 120 at Level 5) or transfer to BSc (Hons) Business Administration.

Programme Structure - LEVEL 6 – AAU year 4			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MNGT 210-Human Resources Management MNGT 322-Business Strategy I MNGT312-Operations Management MKTG 330-Consumer Behavior MNGT 323-Business Strategy II-Capstone Project (Thesis) MNGT 330-Entrepreneurship and Innovation MKTG 301- Marketing Strategy & Brand Management MNGT 341-Business in Greece and the EU	15		

- **Exit Award**: Students who complete 300 credits (120 at Level 4, 120 at Level 5, 60 at Level 6 excluding the two Senior Thesis (Management 322 & 323) modules are entitled to receive a BSc Ordinary in Business Administration
- Or transfer to BSc (Hons) Business Administration (subject to validation)
- Students who complete 360 (120 at Level 4, 120 at Level 5, 120 at Level 6 including the two Senior Thesis (Management 322 & 323) modules are entitled to receive a BSc (Hons) Business Administration

PROGRAMME STRUCTURE (PATHWAY MARKETING)

Programme Structure - LEVEL 4 – AAU years 1-2			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MATH 115-Calculus CS 151-Quantitative Computing MNGT 101-Introduction to Management ACC 101-Financial Accounting ECON 101-Introductory Macroeconomics ACC 102-Managerial Accounting MKTG 101-Introduction to Marketing ECON 102-Introductory Microeconomics	15		

Exit Award: If the learning outcomes have been met, then the student is entitled to receive a Certificate of Higher Education in Business Administration providing they have successfully achieved 120 credits at Level 4 or transfer to BSc (Hons) Business Administration.

Programme Structure - LEVEL 5 – AAU year 3			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
Mgmt 201-Organizational Behavior Fin 201-Financial Management Bus 240-International Business Law CS 201-Business Computing Mktg 200-Public Relations Stat 205-Statistics I Res 299-Research Methods Mktg 214-Advertising	15		

Exit Award: If the learning outcomes have been met, then the student is entitled to receive a Diploma of Higher Education in Business Administration providing they have successfully achieved 240 credits (120 at Level 4, 120 at Level 5) or transfer to BSc (Hons) Business Administration.

Programme Structure - LEVEL 6 – AAU year 4			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MNGT 322-Business Strategy I MKTG 324-E-Marketing MKTG 330-Consumer Behavior MNGT 312-Operations Management MKTG 301- Marketing Strategy & Brand Management MKTG 320-Marketing Research MKTG 318-Global Marketing MNGT 323-Business Strategy II-Capstone Project (Thesis)	15		

- **Exit Award**: Students who complete 300 credits (120 at Level 4, 120 at Level 5, 60 at Level 6 excluding the two Senior Thesis (Management 322 & 323) modules are entitled to receive a BSc Ordinary in Business Administration
- Or transfer to BSc (Hons) Business Administration (subject to validation)
- Students who complete 360 credits (120 at Level 4, 120 at Level 5, 120 at Level 6 including the two Senior Thesis (Management 322 & 323) modules are entitled to receive a BSc (Hons) Business Administration

PROGRAMME STRUCTURE (PATHWAY INTERNATIONAL BUSINESS & FINANCE)

Programme Structure - LEVEL 4 – AAU years 1-2			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MATH 115-Calculus CS 151-Quantitative Computing MNGT 101-Introduction to Management ACC 101-Financial Accounting ECON 101-Introductory Macroeconomics ACC 102-Managerial Accounting MKTG 101-Introduction to Marketing ECON 102-Introductory Microeconomics	15		

Exit Award: If the learning outcomes have been met, then the student is entitled to receive a Certificate of Higher Education in Business Administration providing they have successfully achieved 120 credits at Level 4 or transfer to BSc (Hons) Business Administration.

Programme Structure - LEVEL 5 – AAU year 3			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
Mgmt 201-Organizational Behavior Fin 201-Financial Management Bus 240-International Business Law CS 201-Business Computing Res 299-Research Methods Stat 205-Statistics I Fin 202-Entrepreneurial Corporate Finance Mgmt 219-Entrepreneurial Int'l Business	15		

Exit Award: If the learning outcomes have been met, then the student is entitled to receive a Diploma of Higher Education in Business Administration providing they have successfully achieved 240 credits (120 at Level 4, 120 at Level 5) or transfer to BSc (Hons) Business Administration.

rogramme Structure - LEVEL 6 – AAU year 4			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MNGT 322-Business Strategy I MNGT 312-Operations Management FIN 232-International Finance MNGT 341-Business in Greece and the EU FIN 220-Investment and Portfolio Management ECON 332-International Economics MKTG 318-Global Marketing MNGT 323-Business Strategy II-Capstone Project (Thesis)	15		

- **Exit Award**: Students who complete 300 credits (120 at Level 4, 120 at Level 5, 60 at Level 6 excluding the two Senior Thesis (Management 322 & 323) modules are entitled to receive a BSc Ordinary in Business Administration
- Or transfer to BSc (Hons) Business Administration (subject to validation)
- Students who complete 360 credits (120 at Level 4, 120 at Level 5, 120 at Level 6 including the two Senior Thesis (Management 322 & 323) modules are entitled to receive a BSc (Hons) Business Administration

PROGRAMME STRUCTURE (PATHWAY TOURISM)

Programme Structure - LEVEL 4 – AAU years 1-2			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MATH 115-Calculus CS 151-Quantitative Computing MNGT 101-Introduction to Management ACC 101-Financial Accounting ECON 101-Introductory Macroeconomics ACC 102-Managerial Accounting MKTG 101-Introduction to Marketing ECON 102-Introductory Microeconomics	15		

Exit Award: If the learning outcomes have been met, then the student is entitled to receive a Certificate of Higher Education in Business Administration providing they have successfully achieved 120 credits at Level 4 or transfer to BSc (Hons) Business Administration.

Programme Structure - LEVEL 5 – AAU year 3			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MNGT 201-Organizational Behavior FIN 201-Financial Management BUS 241-International Business Law CS 201-Business Computing MNGT 203: Hospitality Management MKTG 201: Tourism Marketing MNGT 202: Destination Management STAT 205-Statistics I	15		

Exit Award: If the learning outcomes have been met, then the student is entitled to receive a Diploma of Higher Education in Business Administration providing they have successfully achieved 240 credits (120 at Level 4, 120 at Level 5) or transfer to BSc (Hons) Business Administration.

Programme Structure - LEVEL 6 – AAU year 4			
Compulsory modules	**Credit points**	**Optional modules**	**Credit points**
MNGT 322-Business Strategy I MNGT 305: HR in Hotel & Tourism MNGT 306: Real Estate Management MNGT 302: Revenue Management	15		

Programme Structure - LEVEL 6 – AAU year 4			
MNGT 460: Contemporary Project Management MKTG 303: E-Business for Tourism MKTG 320-Marketing Research MNGT 323-Business Strategy II-Capstone Project (Thesis)			

- **Exit Award**: Students who complete 300 credits (120 at Level 4, 120 at Level 5, 60 at Level 6 excluding the two Senior Thesis (Management 322 & 323) modules are entitled to receive a BSc Ordinary in Business Administration
- Or transfer to BSc (Hons) Business Administration (subject to validation)
- Students who complete 360 credits (120 at Level 4, 120 at Level 5, 120 at Level 6 including the two Senior Thesis (Management 322 & 323) modules are entitled to receive a BSc (Hons) Business Administration

Suggested Program of Studies

All classes are for 15 credits with 150 notational hours

a. Eight (8) credit bearing enhancement modules

- Mathematics 101 Finite Mathematics
- English 102 Composition II
- Computer Science 101 Introduction to Computing
- English 204 Business/Professional Communication
- Philosophy 101 Introduction to Philosophy and Critical Reasoning
- History 120 The modern world
- Politics 101 Contemporary Politics
- Psychology 101 Introduction to Psychology

b. Eight (8) **non-credit bearing** enhancement modules

Students are required to attend eight (8) Enhancement Modules (not credit bearing), including one (1) **Free Elective Module**. Compulsory modules of one concentration can be chosen as Enhancement Modules for the other concentrations.

- English 101 Composition I
- Nutrition 130: Fundamentals of Human Nutrition
- Art 120: Art Appreciation: Principles of Design
- Art 130 Introduction to Photography, from the analog to digital era
- Philosophy 203: Ethics
- Computer Science 306: Advanced Web Development
- Computer Science 312: Database Management Systems
- Computer Science 325: Distributed Applications
- Computer Science 412: Object Oriented Design Patterns
- Computer Science 422: Advanced Database Systems
- Computer Science 450: System Analysis and Design
- Practicum 300: Practicum
- Business 398: Undergraduate Internship in Business
- Business 399: Global Competitiveness Practicum
- Economics 242: Applied Managerial Economics
- Finance 400: Seminar in Finance
- Marketing 202: Services Marketing
- Marketing 212: Sales Management
- Marketing 302: Corporate Social Responsibility

Level 4

- Math 115 Calculus
- Computer Science 151 Quantitative Computing
- Management 101 Introduction to Management
- Accounting 101 Financial Accounting
- Economics 101 Introductory Macroeconomics
- Accounting 102 Managerial Accounting
- Marketing 101 Introduction to Marketing
- Economics 102 Introductory Microeconomics
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Level 5

- Management 201 Organizational Behavior
- Finance 201 Financial Management
- Business Administration 241 International Business Law
- Computer Science 201 Business Computing
- Research 299 Research Methods
- Management 219 Entrepreneurial International Business
- Finance 202 Entrepreneurial Corporate Finance
- Statistics 205 Statistics I

Level 6

- Management 310 Human Resources Management
- Management 322 Business Strategy I
- Management 312 Operations Management
- Marketing 330 Consumer Behavior
- Management 323 Business Strategy II-Capstone Project (Thesis)
- Management 330 Entrepreneurship and Innovation
- Marketing 301 Marketing Strategy & Brand Management
- Management 341 Business in Greece and the EU

Optional modules (Entrepreneurial Management)

- Economics 332 International Economics
- Finance 210 International Money and Banking
- Finance 220 Investment and Portfolio Management
- Finance 232 International Finance

- Marketing 200 Principles of Public Relations
- Marketing 212 Sales Management
- Marketing 214 Advertising
- Marketing 318 Global Marketing
- Marketing 320 Marketing Research
- Marketing 324 E-Marketing
- Marketing 330 Consumer Behavior
- Economics/Management 242 Applied Managerial Economics
- Business 398 Undergraduate Internship in Business

Optional modules (Marketing)

- Economics 332 International Economics
- Economics/Management 242 Applied Managerial Economics
- Finance 202 Entrepreneurial and Corporate Finance
- Finance 210 International Money and Banking
- Finance 220 Investment and Portfolio Management
- Finance 232 International Finance
- Marketing 200 Principles of Public Relations
- Management 310 Human Resource Management
- Management 219 Entrepreneurial International Business
- Management 330 Entrepreneurship and Innovation
- Management 341 Business in Greece and the EU

Business 398 Undergraduate Internship in Business

Optional modules (International Business & Finance)

- Economics 332 International Economics
- Economics/Management 242 Applied Managerial Economics
- Finance 202 Entrepreneurial and Corporate Finance
- Finance 210 International Money and Banking
- Finance 220 Investment and Portfolio Management
- Finance 232 International Finance
- Marketing 200 Principles of Public Relations
- Management 310 Human Resource Management
- Management 219 Entrepreneurial International Business

- Management 330 Entrepreneurship and Innovation
- Management 341 Business in Greece and the EU
- Business 398 Undergraduate Internship in Business

Optional modules (Tourism)

- MNGT 305: HR in Hotel & Tourism
- MNGT 306: Real Estate Management
- MNGT 302: Revenue Management
- MNGT 303: Events Management
- MKTG 303: E-Business for Tourism
- MKTG 320-Marketing Research
- Marketing 200 Principles of Public Relations
- Marketing 212 Sales Management
- Marketing 214 Advertising
- Marketing 320 Marketing Research
- Marketing 330 Consumer Behavior
- Business 398 Undergraduate Internship in Business

Annex 1- Curriculum map (Credited Enhancement Modules)

This table indicates which study units assume responsibility for delivering and assessing (✔) particular programme learning outcomes

Level	Study module/unit	A1	A2	B1	B2	C1	C2	C3	D1	D2	D3	D4
Credited Enhancement modules	Politics 101: Contemporary Politics	V	V	V	V	V	V	V	V	V	V	V
	CS 101: Digital literarily	V				V	V	V	V	V	V	
	History 120: The Modern word	V	V	V	V	V	V	V	V	V	V	V
	English 102: Composition II	V			V		V	V	V	V	V	V
	English 204: Business/Professional Communication	V	V		V		V	V	V	V	V	
	Math 101: Finite Math	V	V			V	V	V	V	V	V	
	Philosophy 101:Introduction to Philosophy and Critical Reasoning	V	V	V	V		V	V	V	V	V	V
	Psychology 101: Introduction to Psychology	V	V		V		V	V	V	V	V	V

CURRICULUM MAP (ENTREPRENEURIAL MANAGEMENT)

This table indicates which study units assume responsibility for delivering and assessing particular programme learning outcomes.

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
4	MATH 115-Calculus	V	V	V	V	V	V	V	V	V	V	V	V					V								V		
	CS 151-Quantitative Computing	V	V	V						V	V	V		V				V	V								V	V
	MNGT 101-Introduction to Management	V	V	V	V					V	V							V	V							V	V	
	ACC 101-Financial Accounting	V	V	V						V	V	V						V	V							V	V	V
	ECON 101-Introductory Macroeconomics	V	V	V						V	V							V		V						V		V
	ACC 102-Managerial Accounting	V	V	V	V	V	V			V	V		V					V								V		
	MKTG 101-Introduction to Marketing	V			V	V	V			V								V		V						V		V
	ECON 102-Introductory Microeconomics	V	V	V	V					V	V							V	V							V	V	

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
5	MNGT 201-Organizational Behavior	V		V						V	V							V		V						V		V
	FIN 201-Financial Management	V	V	V	V					V	V							V		V						V		
	BUS 240-International Business Law	V	V	V	V	V				V	V							V	V	V						V		
	CS 201-Business Computing	V	V	V	V					V				V	V				V		V					V		V
	RES 299-Research Methods	V		V	V	V	V			V	V							V	V	V						V	V	
	FIN 202-Entrepreneurial Corporate Finance	V	V	V	V	V				V	V							V		V						V		V
	STAT 205-Statistics I	V	V	V	V					V	V									V		V	V			V	V	
	MNGT 219-Entrepreneurial International Business	V	V	V						V	V							V	V							V	V	

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
6	MNGT 322-Business Strategy I	V	V							V	V							V	V							V	V	
	MNGT 312-Operations Management	V	V	V						V	V							V	V							V	V	
	MKTG 330-Consumer Behavior	V	V	V	V	V				V	V							V	V							V	V	
	MNGT 323-Business Strategy II-Capstone Project	V	V	V	V	V	V			V	V	V	V					V	V	V	V					V	V	V
	MNGT 310-Human Resources Mgmt	V	V	V	V	V	V			V	V	V						V	V	V						V		V
	MNGT 330-Entrepreneurship and Innovation	V	V							V	V							V	V							V	V	V
	MKTG 301- Marketing Strategy & Brand Mgmt	V	V	V	V	V	V			V	V	V						V	V	V						V		V
	MNGT 341-Business in Greece and the EU	V	V	V						V	V							V	V							V	V	

CURRICULUM MAP (MARKETING)

This table indicates which study units assume responsibility for delivering and assessing particular programme learning outcomes.

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
4	MATH 115-Calculus	V	V	V	V	V	V	V	V	V	V	V	V					V								V		
	CS 151-Quantitative Computing	V	V	V						V	V	V		V				V	V								V	V
	MNGT 101-Introduction to Management	V	V	V	V					V	V							V	V							V	V	
	ACC 101-Financial Accounting	V	V	V						V	V	V						V	V							V	V	V
	ECON 101-Introductory Macroeconomics	V	V	V						V	V							V		V						V		V
	ACC 102-Managerial Accounting	V	V	V	V	V	V			V	V		V					V								V		
	MKTG 101-Introduction to Marketing	V			V	V	V			V								V		V						V		V
	ECON 102-Introductory Microeconomics	V	V	V	V					V	V							V	V							V	V	

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
5	MNGT 201-Organizational Behavior	V		V						V	V							V		V						V		V
	FIN 201-Financial Management	V	V	V	V					V	V							V		V						V		
	BUS 240-International Business Law	V	V	V	V	V				V	V							V	V	V						V		
	CS 201-Business Computing	V	V	V	V					V				V	V				V		V					V		V
	MKTG 200-Public Relations	V	V							V	V							V		V						V		V
	STAT 205-Statistics I	V	V	V	V					V	V									V		V	V			V	V	
	RES 299-Research Methods	V		V	V	V	V			V	V	V						V	V	V						V	V	
	MKTG 214-Advertising	V	V		V	V	V			V	V	V						V		V						V		V

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
6	MNGT 322-Business Strategy I	V	V							V	V							V	V							V	V	
	MKTG 324-E-Marketing	V	V	V	V	V				V	V							V	V							V	V	
	MKTG 330-Consumer Behavior	V	V	V	V	V				V	V							V	V							V	V	
	MNGT 312-Operations Management	V	V	V						V	V							V	V							V	V	
	MNGT 323-Business Strategy II-Capstone Project	V	V	V	V	V	V			V	V	V	V					V	V	V	V					V	V	V
	MKTG 320-Marketing Research	V	V	V	V					V	V							V	V							V	V	
	MKTG 318-Global Marketing	V	V	V	V					V	V	V						V	V							V		
	MKTG 301- Marketing Strategy & Brand Mgmt	V	V	V	V	V	V			V	V	V						V	V	V						V		V

CURRICULUM MAP (INTERNATIONAL BUSINESS & FINANCE)

This table indicates which study units assume responsibility for delivering and assessing particular programme learning outcomes.

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
4	MATH 115-Calculus	V	V	V	V	V	V	V	V	V	V	V	V					V								V		
	CS 151-Quantitative Computing	V	V	V						V	V	V		V				V	V								V	V
	MNGT 101-Introduction to Management	V	V	V	V					V	V							V	V							V	V	
	ACC 101-Financial Accounting	V	V	V						V	V	V						V	V							V	V	V
	ECON 101-Introductory Macroeconomics	V	V	V						V	V							V		V						V		V
	ACC 102-Managerial Accounting	V	V	V	V	V	V			V	V		V					V								V		
	MKTG 101-Introduction to Marketing	V			V	V	V			V								V		V						V		V
	ECON 102-Introductory Microeconomics	V	V	V	V					V	V							V	V							V	V	

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
5	MNGT 201-Organizational Behavior	V		V						V	V							V		V						V		V
	FIN 201-Financial Management	V	V	V	V					V	V							V		V						V		
	BUS 240-International Business Law	V	V	V	V	V				V	V							V	V	V						V		
	CS 201-Business Computing	V	V	V	V					V				V	V				V		V					V		V
	RES 299-Research Methods	V		V	V	V	V			V	V	V						V	V	V						V	V	
	STAT 205-Statistics I	V	V	V	V					V	V									V		V	V			V	V	
	FIN 202-Entrepreneurial Corporate Finance	V	V	V	V	V				V	V							V		V						V		V
	MNGT 219-Entrepreneurial International Business	V	V	V						V	V							V	V							V	V	

Level	Study module/unit	Programme outcomes																											
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
6	MNGT 322-Business Strategy I	V	V							V	V							V	V							V	V	
	FIN 232-International Finance	V	V	V						V	V							V	V							V	V	
	MNGT 312-Operations Management	V	V	V						V	V							V	V							V	V	
	MNGT 341-Business in Greece and the EU	V	V	V						V	V							V	V							V	V	
	MNGT 323-Business Strategy II-Capstone Project	V	V	V	V	V	V			V	V	V	V					V	V	V	V					V	V	V
	FIN 220-Investment and Portfolio Management	V	V	V						V	V							V	V							V	V	
	ECON 332-International Economics	V	V							V	V							V	V							V	V	
	MKTG 318-Global Marketing	V	V	V	V					V	V	V						V	V							V		

CURRICULUM MAP (TOURISM)

This table indicates which study units assume responsibility for delivering and assessing particular programme learning outcomes.

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
4	MATH 115-Calculus	V	V	V	V	V	V	V	V	V	V	V	V					V								V		
	CS 151-Quantitative Computing	V	V	V						V	V	V		V				V	V								V	V
	MNGT 101-Introduction to Management	V	V	V	V					V	V							V	V							V	V	
	ACC 101-Financial Accounting	V	V	V						V	V	V						V	V							V	V	V
	ECON 101-Introductory Macroeconomics	V	V	V						V	V							V		V						V		V
	ACC 102-Managerial Accounting	V	V	V	V	V	V			V	V		V					V								V		
	MKTG 101-Introduction to Marketing	V			V	V	V			V								V		V						V		V
	ECON 102-Introductory Microeconomics	V	V	V	V					V	V							V	V							V	V	

Level	Study module/unit	Programme outcomes																										
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
5	MNGT 201-Organizational Behavior	V		V						V	V							V		V						V		V
	FIN 201-Financial Management	V	V	V	V					V	V							V		V						V		
	BUS 240-International Business Law	V	V	V	V	V				V	V							V	V	V						V		
	CS 201-Business Computing	V	V	V	V					V				V	V				V		V					V		V
	MKTG 201-Tourism Marketing	V	V	V			V			V	V							V		V						V		V
	MNGT 203-Hospitality Management	V	V	V			V			V	V							V		V						V		V
	MNGT 202-Destination Management	V	V	V			V			V	V							V		V						V		V
	STAT 205-Statistics I	V	V	V	V					V	V									V		V	V			V	V	

Level	Study module/unit	Programme outcomes																											
		A1	A2	A3	A4	A5	A6	A7	A8	B1	B2	B3	B4	B5	B6	B7	B8	C1	C2	C3	C4	C5	C6	C7	C8	D1	D2	D3
6	MNGT 322-Business Strategy I	V	V							V	V							V	V							V	V	
	MNGT.460-Contemporary Project Management	V		V			V			V	V	V						V	V	V	V					V		V
	MKTG 320-Marketing Research	V	V	V	V					V	V							V	V							V	V	
	MNGT 305-HR in Hotel & Tourism	V		V	V	V				V	V	V						V	V	V						V		V
	MNGT 323-Business Strategy II-Capstone Project	V	V	V	V	V	V			V	V	V	V					V	V	V	V					V	V	V
	MNGT 302-Revenue Management	V	V	V	V	V	V			V	V	V	V					V	V	V						V		
	MNGT 303-Events Management	V	V		V	V	V			V	V	V						V	V	V						V	V	V
	MKTG 303-E-Business for Tourism	V	V		V	V	V			V	V	V						V	V	V						V		V

5. MODULE SPECIFICATIONS

1. Factual information			
Module title	**COMPUTER SCIENCE 101 – Digital Literacy**	**Level 3**	**Enhancement**
Module tutor	Dr. Victoratos	**Credit value**	15
Module type	Required. Face to face Lecture/guided discussion	**Notional learning hours**	150
2. Rationale for the module and its links with other modules			

The module serves as an introductory course to digital literacy, both on a theoretical and a practical level. The course focuses on general purpose computing and collaborative office productivity, networks and the Internet, data / information management and social media.

The module reflects the liberal arts focus of AAU, one that intends to produce capable, skilled and informed graduates who will be successful both professionally and also as citizens of the society.

Under the umbrella of Computer Science, students are exposed to:

- computer architecture and security basics
- networking and communication
- fundamental principles of operating system~~s~~ architecture, organization and human-computer interaction,
- office automation and productivity tools
- cloud computing and collaboration
- information management, social media and professional practices,

Of key importance is concurrently learning to identify and ~~exploit~~ utilize them for everyday business tasks.

On a practical level, students learn how to use:

- Operating Systems (proprietary and FOSS) and collaborative cloud-based office productivity software;
- how to publish and present their work using computing and mobile / smart devices and the internet;
- how to use web 2.0 tools for content creation and delivery (collaborative wikis, blogs, newsgroups, social media platforms);
- how to create and manage their personal digital identity;
- how to organize and process data;
- how to search for and critically evaluate information which is available on the world wide web and scientific literature databases;
- how to plan collaborative projects using modern web-based tools.

Students are also exposed to technical writing, collaborative information- and communication-supported projects, as well as effective public speaking skills and methodologies.

3. Aims of the module

The CS101 module aims to build the competencies required for active participation in an information-driven society and workforce. This includes knowledge, skills and behaviors involving the effective use of digital devices such as smartphones, tablets, laptops, and desktop PCs for communication, expression, collaboration and advocacy. Both theoretical and practical skills will be developed, including analytical skills, critical judgment of quality, availability and reliability of information, reading and understanding charts, task planning and time organization, data processing and presentation, as well as facilitation of telecommunication. Ultimately, the module aims at instructing students to become autonomous, sophisticated computer users, advancing beyond basic computing skills.

4. Pre-requisite modules or specified entry requirements

It is expected that participating students are already familiar in using digital devices such as personal computers, smartphones, tablets, laptops, etc, have already had some exposure to either the Android / iOS, or MS Windows operating systems, as well as some experience with the basics of office productivity software.

Indicative content

- Introduction to computer science, Computer architecture and security basics, Networks and the Internet (week 1, 2)
- The Microsoft Windows / and GNU Linux operating systems, file management and organization (week 2, 3)
- Word processing and collaborative reviewing of large documents: Microsoft Word (weeks 3, 4)
- Technical writing, scientific literature databases, publication impact metrics (week 4)
- Review and midterm examination (week 5)
- Final Projects Assignment (week 5)
- Spreadsheet data management and visualization: Microsoft Excel (weeks 6, 7)
- Optimizing public presentation impact: Microsoft PowerPoint (week 7, 8)
- Collaborative cloud-based office automation, online cloud docs, spreadsheets, calendars, forms and file sharing (week 9, 10)
- Cloud Computing, collaborative cloud-based tools, wikis, blogs, web content creation and delivery (week 10, 11)
- Review for final examination, project presentations (week 11)

Final examination (week 12)

1. Factual information

Module title	**English 102** **Composition Writing II**	**Level 3**	**Enhancement**
Module tutor	Dr. Filio Chasioti	**Credit value**	15
Module type	Required. Face to face Lecture/guided discussion	**Notional learning hours**	150

2. Rationale for the module and its links with other modules

English 102 is designed to further critical reading and writing whilst emphasizing critical inquiry and research. In the first part of the course, students engage in reflective writing, conduct primary research and learn how to produce research-based writing in formats appropriate to content, purpose, genre and audience. Working as researchers, class members will locate, read, evaluate, analyse, and synthesise appropriate sources as they develop and refine their research projects. To this end, research is emphasized as the path of inquiry not just information that comes from the library but also through observations, interviews and personal experience. In the second half of the course, students will be introduced to the mode of argumentation and argumentative strategies whilst demonstrating critical thinking and logical reasoning. In this part of the course, students are encouraged to take a stance on issues of public concern, so as to begin to view themselves as engaged citizens.

3. Aims of the module

Students in English 102 will develop writing and critical thinking abilities requisite to planning, elaborating and completing research papers. By the end of the course, students will be able to identify valid issues for research purposes and employ research methods to locate and record accurate, valid information relevant to an academic research project. In addition to developing common academic writing practices such as summarizing and paraphrasing, students will be able to judge the value of information including distinguishing between primary and secondary sources.

4. Pre-requisite modules or specified entry requirements

NA

Indicative content

English 102 is designed to improve academic writing and extend critical thinking skills developed in English 101. Students are requested to work as researchers and learn how to create logical arguments and write persuasively about an issue not only for their class members, but also for audiences beyond the classroom setting. It is assumed that all students will invest substantial time on self-study and language improvement.

Course readings/sample research projects are provided to generate topics and to study as models for structure and style in composition.

1. Factual information

Module title	**ENGLISH 204** **Business/Professional Communication**	**Level 3**	**Enhancement**
Module tutor	Dr. Ian Kehoe	**Credit value**	15
Module type	Required. Face to face Lecture/guided discussion	**Notional learning hours**	150

2. Rationale for the module and its links with other modules

This is a required module for all students. Students are given the opportunity to acquire essential professional communicatio written in order for them to communicate effectively in their major field of study as well as preparing them for communication

3. Aims of the module

This module aims to help students with professional writing and oral communication skills, guiding them through the principles professional communication. Basic principles of email writing in various forms (e.g. to persuade, to complain, to instruct) as we business reports and proposals are covered. Students are encouraged to participate in class activities in order which further the abilities as well as to present an individual oral presentation on a subject of their choice.

4. Pre-requisite modules or specified entry requirements

English 102

Indicative content

The module focuses on professional reading writing and speaking skills and provides instruction in drafting and revising various and professional communication such as emails, proposals and reports. Through class discussions and other oral activities, stud opportunity to enhance their public speaking skills. The course covers all fundamental principles of professional writing, includi appropriate grammar, mechanics and usage. Module readings/samples of professional writing are provided to generate topics models for structure and style in professional writing.

1. Factual information

Module title	**History 120: The Modern World**	**Level 3**	**Enhancement**

Module tutor	Dr. Christos Aliprantis	**Credit value**	15
Module type	Required. Face to face Lecture/guided discussion	**Notional learning hours**	150

2. Rationale for the module and its links with other modules

This Module is part of the Humanities and Fine Arts Enhancement Requirements required for all students. It introduces stu historical developments from the 16th century to the present, allowing them to acquire a broad understanding of the shaping o

3. Aims of the module

This course sets out to explore and investigate a wide range of developments relating to modern global history. The course be the growing interaction among the world's peoples, and concludes in the early twenty-first century with today's highly integra and divided world. In the main, we will consider the contributions of various individuals, societies, cultures, and communities t endless flow of 'stories' and narratives. We will focus on an array of topics and themes such as: social change and revolution development and cross-cultural exchange; intellectual thought and systems of knowledge; forms of political organization and aspects of economic relations and technological advances; as well as issues related to war, justice, and peace. In order to const such material this course will embrace a cross-disciplinary approach, embracing a range of domains from the social sciences and h analyses of written texts, we will also consider various visual forms and media including photography, film, documentary, pa architecture in order to locate different perspectives and responses to what constitutes the global historical experience.

4. Pre-requisite modules or specified entry requirements

No

Indicative content

8. Indicative content.

week 1

Change in history: how is the contemporary world different from the one 500 years ago?

Columbus and the "discovery" of the Americas. Slavery in the New World.

week 2

The fall of the Byzantine Empire, and the rise of the Ottoman Empire. Muslims, Christians, and Jews in the Ottoman Empire

The Reformation and Counter-Reformation in Europe. The Thirty Years War (1618-48) and the birth of the modern states syste

week 3

The Age of Absolutism. The Scientific Revolution and the Enlightenment. 18th century Europe and the French Revolution (I)

The French revolution (II). Napoleon; and the Napoleonic wars. The Congress of Vienna (1815) (I)

week 4

The Industrial Revolution. Europe and the World in the Age of Revolutions (1815-1848)

The Congress of Vienna (1815) (II); Europe and the World in the Age of Revolutions and Empires (1815-1914) **(deadline to subm assignment; by Sunday, 23:59)**

week 5

"New Imperialism" and colonialism in Africa and Asia

Interstate rivalries in Europe, 1870-1914; the First World War (1914-18)

week 6

The "Greater War" (1918-23); peace at the end of WWI (1918-19); **1st short in-class test**

week 7

The Russian Revolution of 1917; the rise of communism; and the Russian civil war

Europe and the world in the interwar era: the "roaring '20s"; and the rise of totalitarianism: Fascism; Nazism; Stalinism

Week 8

The Second World War and its origins; genocide; and the Holocaust

The postwar world: The origins of the Cold War in Europe and the world

Week 9

Decolonization and the Cold War in the Third World

Postwar culture in the West: Sex, drugs and rock'n'roll; socialist societies (1950s-1980s)

Week 10

The late phase and end of the Cold War; global (dis)order in the 1990s and after 9/11

Class presentations

Week 11

Class presentations

Course overview and revision**; 2nd short in-class test**

1. 1. Factual information

Module title	**MATH 101: Elements of finite mathematics**	**Level**	**Enhancement**
Module tutor	**Dr. Daskalogiannis Vasilis**	**Credit value**	**15**
Module type	**Required. Face to face**	**Notional learning hours**	**150**

Lecture/guided discussion

2. Rationale for the module and its links with other modules

This course consists of studies in functions, matrices, systems of equations, linear programming, set theory, probability, and mathematics of finance with applications to the field of computing and business. The course will be problem oriented and emphasis will be given to applications (Modeling- Optimization etc.).

3. Aims of the module

This course seeks to develop a further understanding of the process of learning mathematics. It will also provide:

- The foundation in elementary functions necessary for future math courses.
- The knowledge of the basic matrix operations as well as their use in mathematical modeling.
- Basic knowledge of different Number representations (binary, hexadecimal, etc.)
- Theory and practice on how to perform mathematical optimization, specifically linear programming.
- Foundations of the mathematics of finance, computational tools to the various forms of interest computation, annuities and loan balance.
- Foundations of Logic and Circuits
- Foundations of the mathematics of probability and counting Techniques.

4. Pre-requisite modules or specified entry requirements

N/A

Indicative content

Functions and Applications
The mathematics of Finance
Systems of Linear Equations
Matrix Algebra and Applications
Linear Programming
Sets and Counting
Probability
Circuits & Logic
Number representations

1. Factual information

Module title	**PHILOSOPHY 101- Introduction To Philosophy And Critical Thinking**	**Level 3**	**Enhancement**
Module tutor	Dr. David Wisner	**Credit value**	15
Module type	Required. Face to face Lecture/guided discussion	**Notional learning hours**	150

2. Rationale for the module and its links with other modules

The rationale of this module is to equip the students with the ability to see the fundamental questions that motivate the different disciplines in both social and positive sciences.

3. Aims of the module

The purpose of this module is to introduce students to the essential questions of philosophy and the varied ways in which philosophers have posed and answered these questions. They will be familiarized with asking questions about the fundamental dimensions of being and reality; questioning aspects of existence that we take for granted, While the course focused on the Western philosophical traditions, the class also introduces the ideas from the non-Western traditions such as Hinduism and Buddhism.

4. Pre-requisite modules or specified entry requirements

N/A

Indicative content

- 1. Introduction: What is philosophy? Subfields of philosophy. Open and closed questions.
- 2. Epistemology: How is knowledge possible? Belief, science and truth. The Skeptic's challenge.
- 3. Mind and Body: How are they related? Can computers think?
- 4. Self: What is the self? Consciousness and the subconscious. The question of personal identity.
- 5. Freedom and determinism: To what extend are we free? Reasons and causes.
- 6. God: Arguments for and against God's existence.
- 7. Essence and existence. Objective values and relativism.
- 8. The meaning of life.
    -

1. Factual information

Module title	**POLITICS 1O1** **Contemporary politics**	**Level 3**	**Enhancement**
Module tutor	Dr. Pavlos Koktsidis	**Credit value**	15
Module type	Required. Face to face Lecture/guided discussion	**Notional learning hours**	150

2. Rationale for the module and its links with other modules

The purpose of this module is to help students discard the negative baggage they carry with them instinctively about politics in order to examine somewhat more objectively the main issues and branches of the academic discipline commonly called political science.

3. Aims of the module

Politics is one of the richest fields of human inquiry, made all the more essential in that just about everything we do in this life can be interpreted to have a political sense. This course is concerned with contemporary politics on two distinct levels. First, it deals with those activities and issues of importance to anyone who is a member of a modern liberal democratic polity -- rights and responsibilities, voting and political participation, power, authority, and legitimacy, ideology and culture -- in short, political socialization and citizenship. Second, it examines how polities govern themselves and relate with other polities, through a study of the branches of government, of political parties and interest groups, and of different actors in international relations.

4. Pre-requisite modules or specified entry requirements

No

Indicative content

The course begins by recapitulating the work, methods and subfields of political science, major political ideologies, the concept of political culture, political communication and the processes of political socialization. The Coursethen moves on to consider the parameters of political participation, the individual and the citizen in the political process, to the understanding of political groups (interest groups, political parties) as well as international politics and conflict resolution. It then considers lawmaking and the division of power, government at work, executives and bureaucrats, public policy and policy formation and the notion of justice and legal cultures. It finally discusses different types of local, regional, provincial and federal governments, international government, the contemporary international system as well as political and economic globalisation and the prospects for global democracy.

Indicative readings from the textbook (see below):

Chapter 1 Politics, Setting the stage, pages 7-21

Chapter 3 The modern State, pages 65-77

Chapter 8 Political Culture and Political Socialization, pages 198-209

Chapter 11 Political Parties, pages 263-273

Chapter 12 Interest groups, pages 295-303

Chapter 14 Parliamentary government pages 327-339

Chapter 15 Presidential government pages 350-363

And readings uploaded on Moodle.

1. 1. Factual information

Module title	**PSY 101: Introduction to Psychology**	**Level 3**	**Enhance**
Module tutor	Dr. Kristi Poppi	**Credit value**	15
Module type	Required. Face to face Lecture/guided discussion	**Notional learning hours**	150

2. Rationale for the module and its links with other modules

This is a required introductory level for both psychology and non-psychology majors.

3. Aims of the module

This module aims at providing a comprehensive introduction to the essential principles of the academic discipline of psychology important topics as the history and evolution of psychology, biological basis of behaviour, memory and intelligence, personality and treatment, stress, coping and health and finally research methods and ethics in psychology. For each of the above topics th approaches, research findings, and historical and contemporary trends in the science of psychology will be presented and expla encouraged to assess the contribution and applicability of psychological research to daily life through class discussions, present assignments.

4. Pre-requisite modules or specified entry requirements

N/A

Indicative content

- Introduction to the science of Psychology
- Psychology Research
- Biology and Behavior-The Brain
- Developmental psychology
- Sensation, perception, consciousness
- Learning & memory
- Decision Making, I Cognition, Language, & Intelligence
- Emotion & Motivation Culture
- Social psychology
- Personality
- Psychological Measurement
- Psychological Disorders & Therapies
- Psychological Health Positive Psychology
- Other areas of Psychology Current and future issues in Psychology

Factual information			
Module title	MATHEMATICS 115 – Business Calculus	**Level**	4
Module tutor	Dr. Konstantinos Kanakoglou	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The purpose of MATH 115 is to present mathematical skills and concepts and to apply them to ideas that are important to students in the management, life, and social sciences. In particular, the module will introduce the student to the concepts of limits, differentiation and integration with emphasis on text problem solving.

Aims of the module

The module is designed to give students a sound intuitive understanding of basic concepts and enable students to apply a variety of techniques to practical situations. Differentiation, Integration etc. are some of the topics that will be presented in this module and then applied to optimization problems (Business and Science), rates of change problems and other applications. The module will be text oriented and intends to help students to develop their critical thinking and problem-solving ability. Upon completion of this module, it is the aim and hope of the mathematics faculty that students who work hard and apply themselves will be able to:

- Acquire a solid foundation in Differential and Integral calculus in order to prepare for other college modules that require such knowledge.
- Understand how math can model and solve authentic real-world problems.
- Develop problem-solving skills, fostering critical thinking, within a varied and interesting setting.

Encourage modeling and connecting Mathematics to various disciplines.

Indicative content

Functions, Graphs, and Limits

Applications of Derivatives

Additional Applications of the Derivative

Exponential and Logarithmic Functions

Integration

Functions of Two or more Variables

Factual Information			
Module title	**COMPUTER SCIENCE 151: Qualitative Computing**	**Level**	4
Module tutor	Dr. Kyriaki Mengoudi	**Creditvalue**	15
Module type	Taught	**Notionallearning hours**	150

Rationale for the module and its links with other modules

Students are presented real-world problems encountered in the modern enterprise, with emphasis on spreadsheet computing and are taught both the mathematical background and the necessary structures for tackling the problem with spreadsheets. Emphasis is placed on bidirectional translation between mathematical model and spreadsheet implementation. Focus is on Business Planning and topics are drawn from Microeconomics, Finance, Marketing, Managerial and Financial Accounting. Mathematical topics covered include: Real numbers and their computer implementation, polynomial, exponential and logarithmic functions, matrices, linear programming and optimization, recursive models, discrete approximation of the derivative and integral.

Aims of the module

The module aims at deepening student mathematical skills by interrelating mathematical modeling and

spreadsheet implementation. It further aims at exploring the connection between mathematical descriptions and spreadsheet programming. This is pursued by developing the necessary mathematical, programmatic and problem-solving background for modeling and implementing (mostly) business problems. Ultimately the module aims at providing autonomy to students in tackling business problems through mathematical modeling and subsequent spreadsheet implementation.

Indicative Content

- Introduction to the spreadsheet environment
- The Number data type and related Operators
- Functional Programming
- Mathematical functions and spreadsheets
- Mathematical function plots and formula copying
- Formulas and mathematical expressions
- Series notation and array formulas
- Matrices and array formulas
- What-if scenario
- Optimization

Factual information			
Module title	Management 101: Introduction to Management	**Level**	4
Module tutor	Dr. Dimitris Hadjidis	**Credit value**	15

Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

An introduction to the general field of Management. It covers the basic managerial concepts through the presentation and the analysis of the four managerial functions: Planning, Organizing, Leading and Controlling. It is a foundation for upper level management modules.

Aims of the module

The module seeks to develop students' understanding of the fundamental role of management in both theory and practice. To familiarize them with effective Management practices needed to operate in a challenging business environment impacted greatly by the forces of globalization.

Indicative content

Managers and Managing: Essential tasks, levels, challenges in a global environment
Fayol's Principles of Management
Values, Attitudes, Emotions, and Culture: Personality traits, values, Organizational culture
Ethics and social responsibility: Nature, Stakeholders and ethics.
Managing diverse employees: Managers and the effective management of diversity
Managing in the global environment: The changing global environment
Decision making: Nature of managerial decision making, Cognitive biases, entrepreneurship
Organizational control and change: Output control, behavior control, clan control
Motivation and performance: Need theories, Expectancy theory, Equity theory, Learning theory
The manager as a planner and strategist: The nature of the Planning process
Value Chain Management: The value chain and competitive advantage, Customer responsiveness
Leadership: Nature, Models of leadership
Effective groups and teams: Types, Group dynamics

Factual information

Module title	Accounting 101 Financial Accounting	**Level**	4
Module tutor	Dr. Moutsianas	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

Introductory module on accounting vital for Managerial and Cost Accounting Modules and for Advanced Financial Accounting modules

Aims of the module

Introduce students to the basic terminology and procedures of accounting and the use of this financial information in financial statements.

Indicative content

1. Financial Accounting the business Language: A means to an End
2. Basic Financial Statements

3. The Accounting Cycle: Capturing Economic Events
4. The Accounting Cycle: Accruals and Deferrals
5. The Accounting Cycle: Reporting Financial Results
6. Merchandising Activities
7. Inventories and the Cost of Goods Sold

Factual information			
Module title	Economics 101 Introductory Macroeconomics	**Level**	4
Module tutor	Dr. Ioannis Krassas	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module provides an overview of the basic economic principles and their applications to many real-life situations. It previews some of the big ideas that recur throughout economics, such as opportunity cost, the tools of supply and demand. It also focusses on the applications of economic theory to national policy issues such as growth, inflation, unemployment, government expenditures, taxation finance and the role of money.

Aims of the module

The module seeks to develop an understanding how an economy works. It enables students to get a better understanding of the world they live in. It also helps them make better decisions as individuals or future executives in any type of organization or venture. All modules are linked to economics because most decisions and policies are made within an economic framework.

Indicative content

Indicative Weekly Content

Basics of Economics
- Scarcity & The Economizing Problem
- Budget Line and PPC
- Opportunity Costs, Marginal Analysis, Utility & Choices
- Circular Flow in an Economy
- Economic Systems

Expectations, Crisis, Behavioral Economics:
- Evolution of Economic Expectations
- Static, Adaptive Expectations
- Rational Expectations, & Bounded Rationality
- Economic Crises
- Intro to Behavioral Economics

Basic Macroeconomic Variables:
- Macro introduction
- GDP
- Economic Growth
- Inflation & Unemployment.

Basic Macro Relationships:
- Aggregate expenditures
- Savings & Consumption Schedules
- Aggregate Demand & Supply

- Multiplier
- Fiscal & Monetary Policy

Financial Economics:

- Financial Instruments
- Risk and Return ideas
- FV and PV models

Further Topics in Macro & Revision:

- Extensions of AD/AS
- Stability & Economic views
- International Trade
- Money & The Banking System

Factual information			
Module title	ACC 102 MANAGERIAL ACCOUNTING	**Level**	4
Module tutor	Dr. Moutsianas	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

Managerial Accounting is a second-year module which equips students to be able to analyse and interpret financial data that they learned to develop from the Financial Accounting module and prepares them for the Financial Management module. It is a required module for business students

Aims of the module

This module is designed to give insight into the interpretation and use of financial accounting data for management planning, coordination and control. Students are exposed to the kind of accounting information needed, where this information can be obtained, and how this information can be used by managers as they carry out their planning, controlling, and decision-making responsibilities

Indicative content

Cost concepts, cost-volume-profit relationships, variable costing, activity-based costing, profit planning, flexible budgets and performance analysis, standard cost variances, performance measurements, differential analysis. Indicative Weekly Content:

- An Overview of Managerial Accounting (planning, controlling, decision making)
- Cost Classifications
- Product Costs Vs. Period Costs
- Costs for Predicting Cost Behaviour
- The Analysis of Mixed Costs
- Traditional and Contribution Format Income Statements
  Cost-Volume-Profit Relationships and Cost Structures
- Target Profit and Breakeven Analysis
- Problem solving utilizing cost-volume-profit concepts
- Variable Costing and Absorption Costing
- Reconciliation of Variable Costing with Absorption Costing Income
- Segmented Income Statements and the Contribution Approach
- Problem solving concerning variable and absorption costs
- Profit Planning
- Preparing the Sales and Production Budgets
- Preparing Direct Materials, Direct Labour and Manufacturing Overhead Budgets
- Selling and Administrative Expense Budgets

- Cash Budgeting
- Problem solving & video discussion on budgeting
- Flexible Budgets – Performance Evaluation
- A Model for Standard Cost Variance Analysis
- Using Standard Costs – Direct materials Variance
- Using Standard Costs – Direct Labour Variances
- Using Standard Costs – Variable Manufacturing Overhead Variances

Factual information			
Module title	Marketing 101 Introduction to Marketing	**Level**	4
Module tutor	Dr. Eirini Tsichla	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The module demonstrates the essence of marketing in a dynamic and fast changing marketplace. It covers basic marketing concepts and analyzes the environment within which a marketing manager must operate in order to develop effective marketing strategies. It is a foundation for upper-level marketing modules.			
Aims of the module			
To familiarize students with the primary principles of Marketing. Throughout this process, students should develop their abilities in analyzing market situations and contribute to the formulation of a marketing strategy.			
Indicative content			
• Marketing's value to consumers, firms and society and how it affects the small business • Marketing strategy planning • Evaluating opportunities in the changing market environment • Focusing marketing strategy with segmentation and positioning • Final consumers and their buying behavior • Improving Decisions with marketing information • Elements of product planning (branding, product classes, product life cycle) • The process of new product development • Place and the development of channel systems (types of channel systems, ideal exposure) • Promotion (promotion blend, creative appeals, types of media) • Pricing (Objectives, policies) • Implementing and controlling marketing plans			
Factual information			
Module title	Economics 102 Introduction to Microeconomics	**Level**	4
Module tutor	Dr. Konstantinos Moutsianas	**Credit value**	15
Module type	Face to face	**Notional learning hours**	150

Rationale for the module and its links with other modules
The rationale of this introductory module in microeconomics is to provide students with an insight regarding economic theory and policies by focusing on markets function and the role of the firm in the context of different market circumstances under perfect and imperfect competition. This module together with Econ 101 completes the introduction to economics and is a prerequisite for managerial economics Econ 242.
Aims of the module
This module will cover key thematic areas in economics starting from the: principles of economics, gains from trade, demand-supply analysis and the concept of elasticity and will move on to examine the behaviour of the firm and industry under different market types and the impact of government regulation on the business environment
Indicative content
• Principles of Economics • The market forces of supply and demand • Consumers, producers and the efficiency of the market • Elasticity and its applications • Supply, demand and government policies • Background to supply: firms in competitive markets • Market structures i: monopoly • Market structures ii: monopolistic competition • Market structures iii: oligopoly

Module Specifications
Entrepreneurial Management

LEVEL 5

Factual information			
Module title	MNGT 201 Organisational Behaviour	**Level**	5
Module tutor	Dr. Dimitris Hatjidis	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The unit covers particular issues about the study of individual, group and structural behavior within organizations. In particular, the unit examines the impact of the human behavior issues on organizational performance and success. It is widely recognized that the knowledge of organizational behavior is critical in modern corporations and public bodies and determines in a high rate their effectiveness and efficiency. It helps students develop plans on how to mobilize people to reach their maximum potential so that it can lead to better organizational performance. It is linked with other modules of the institution such as Business Strategy and Human Resource Management.			

Aims of the module
This Module aims to introduce students to the study of organizations, their forms and structures, in relation to individual behavior, group dynamics, Emotional Intelligence and the way in which each affects organizational systems. Emphasis is given on discussing and analysing theoretical aspects of group and individual behavior and indicating their applicability within an organizational setting.
Indicative content
Introduction in Organisational Behaviour International and organizational culture Understanding and managing individual behavior Individual Differences at work Perceptions and attributions Motivation: Background and theories Managing employee behavior Managing workplace stress Group and team behavior Conflict and Negotiation, Leadeship Communicating effectively Decision making Organizational structure and design Managing organizational change and learning

Factual information			
Module title	FIN 201 Financial Management	**Level**	5
Module tutor	Dr. Ioannis Krassas	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The module provides an overview of the basic financial concepts and their applications to the modern corporate world. It focuses on problem-solving methodology and real-life financial management practices, all within an evaluation and ethical framework.			
Aims of the module			
The module seeks to develop students' understanding of the key concepts of financial management necessary for making and evaluating financial decisions.			
Indicative content			
Overview of Corporate Finance Types of Business Entities Financial Statements and Long-term Financial Planning Working with Financial Statements Financial Statements, Tax, Income, Cash statements Long-term Financial Planning and Growth Financial Ratios Valuation of Future Cash Flows The Time Value of Money			

Discounted Cash Flow Valuation
Annuities, Perpetuities, the EAR
Loan Types & Applications
Capital Budgeting (Investment Criteria)
Net Present Value, Payback period
IRR, PI,
Short-term Financial Planning and Management
Short-term Finance and Planning
Cash and Liquidity Management

Factual information			
Module title	BUS 241 INTERNATIONAL BUSINESS LAW	**Level**	4
Module tutor	Dr. Zoi Giannopoulou	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

This module has been designed to address the specific needs and interests of students, engaged in the study of business and commercial transactions in the international environment.

Aims of the module

The aim of the module is to introduce students to business law in the international environment.

Indicative content

The module will cover the following topics:

1. The Legal Environment of International Business: a) Introduction to International Business, b) International Law and Comparative Legal Systems, c) Dispute Resolution in the Global Marketplace,
2. Incorporation of Business: a) Forms of Businesses, b) Partnerships, c) Corporations,
3. Contract Law: a) Formation of Contracts, b) Performance and Breach of Contracts,
4. The Sale of Goods Contract,
5. International Sales Contracts,
6. Intellectual Property Law,
7. Comparative Labor and Employment Law.

Factual information			
Module title	COMPUTER SCIENCE 201 – Database Management Systems	**Level**	4
Module tutor	Dr. Kyriaki Mengoudi	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module examines the ontology and organizational principles of business transactions and develops skills for data processing with spreadsheets and office database applications.

Business transactions from the entire business life cycle are presented along with suitable processing techniques. Examples are drawn from sales, purchases, transportation, fixed assets and depreciation, loans, taxation, income statements and balance sheets.

The Relational Data Model is introduced along with the techniques for interrelating business data tables in the different media. Emphasis is given in data design and reporting. Data processing topics include: rounding, text, date and time, financial functions, subtotaling, data analysis, logistics and planning. Focus is on Business Planning and topics are drawn from Microeconomics, Finance, Marketing, Managerial and Financial Accounting.

Aims of the module

The module aims at presenting the basic principles of data organization as applied in Relational Databases. It further aims at providing the necessary techniques for management and processing of the data with spreadsheets and personal database tools.

Indicative content

1. Tables of heterogeneous data types
2. Operations with tables
3. Computed fields - single row functions
4. Sorting and Grouping
5. One dimensional aggregations
6. Two dimensional aggregations
7. Tabular and hierarchical reporting of multi-dimensional data

Factual information

Module title	Research 299 Business Research Methods	**Level**	5
Module tutor	Dr Konstantinos Rotsos	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	180

Rationale for the module and its links with other modules

The module introduces students to a diversity of research techniques and trains them in experiencing the research process that involves identifying, discussing and formulating research problems, selecting and applying appropriate research approaches and methods of inquiry (both qualitative and quantitative), collecting, analyzing, interpreting and reporting data, for the purpose of solving problems in the business environment. The students will become acquainted with the concept of research and its interplay between the business context and thesis work. The students will understand how to plan research work, develop a research proposal and finally undertake a research project. The module requires an active participation, independent study, an interest to start writing by following a certain methodology, and a high motivation for reading scholarly papers and relevant business information.

Aims of the module

The students will apprehend the main research strategies in social sciences, learn how to use theory, construct a literature review, articulate a selected problem driven and justified from the literature, select a sample and utilize different methods for collecting, analyzing, and interpreting research data. Learning outcomes include the following:

- Understand the main principles of research
- Develop an ability to evaluate secondary research documents and reports
- Apprehend the principles of qualitative and quantitative research methods
- Develop analytical and critical thinking skills that will be implemented in the students' research project
- Exercise writing skills and argumentation
- Develop communication skills

Indicative content

- The basics of business and academic research
- The Business Research process
- Forming the Research Proposal
- Literature Review
- Use of Theory
- Ethical Considerations
- Secondary and primary data
- Qualitative and quantitative research
- Sampling

Proposal Submission

Evaluation of proposals, Statistical Background, Data mining and data handling, Writing the final paper Main analysis, conclusions and further research

Factual information

Module title	Fin 202 Entrepreneurial and Corporate Finance	**Level**	5
Module tutor	Dr. Ioannis Krassas	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

Entrepreneurial and Corporate Finance is a third year module which equips students to learn to apply today's most effective corporate finance tools and techniques to an entrepreneurial venture or a financial manager. Furthermore, students will implement many of the finance principles from the financial management module. It is a required module for business students with concentrations in finance, Entrepreneurial Management and International Business.

Aims of the module

This module will clearly focus on financing an existing family business, start-ups, corporations, and NGO's, including sound financial management practices in financial statement analysis, asset valuation, corporate finance, debt and equity investments, security analysis and concepts of risk. The module will go into depth on how to analyse financial statement, asses firm's capital structure, and evaluate the various ventures and investment projects, evaluate bonds and equities, for the purpose of maximizing a firms' value by taking the appropriate Investment Decision, Financing Decision and Dividend Decision. Tools and methods used in determining how much money a venture actually needs in order to be viable will also be covered. Attention will be devoted to the different types of financing alternatives available to an entrepreneur. The venture capital market will be investigated in detail, including self-financing, debt financing, angel financing, and financing from venture capital firms. Students will be encouraged to understand financing issues and options from the vantage points of the entrepreneur, the

lender, and the investor. In short, the module will explore the most important financial issues that an entrepreneur may face.

Indicative content

Introduction and overview of entrepreneurial and corporate finance

- The four basic principles of finance
- Introduction to firm's objective and corporate governance
- The Objective in Decision Making
- Agency Problem Details
- Raising Capital: Primary Markets & IPO's
- Venture Capital

Time Value of Money Revision

- FV & PV Models, The EAR
- Multiple Cash flow Analysis, Annuities & Perpetuities
- Applications

Capital Budgeting

- NPV, IRR, PI, PB, DPB
- Evaluating more than one projects
- Issues & Corrections using IRR and PI
- Incremental Analysis

Advanced Capital Budgeting

- Scenario Analysis
- Sensitivity Analysis
- Further issues

Financial Markets & Instruments I

- Types of Returns
- Risk: Systematic vs Unsystematic
- Risk & Return
- Risk Premia
- Expected Returns

Financial Markets and Instruments II

- Systematic Risk – Beta
- CAPM
- Issues with the CAPM
- Alternative Models (Fama & French)

Market Efficiency & Behavioral Finance

- Price & Information Relationship
- The EMH
- Inefficient Markets & Bounded Rationality
- Behavioral Finance Concepts & Applications

Capital Structure I

- Capital Structure 1
- The cost of capital
- Cost of equity
- Cost of Debt
- WACC, Divisional WACC

Capital Structure II

- Capital Structure II
- Leverage & Effects
- M & M Propositions
- Leverage & Signaling

Bonds & Stocks Valuation

- Bonds and Bond Valuation
- Bond Ratings
- Types of Bonds, Bond Markets
- Determinants of Bond Yields

- Stock Valuation

M&A – Dividend Policy & Revision Week

- Dividend Policy
- Basic Concepts of Mergers and Acquisitions
- Types of Acquisitions
- Effects of M&A's

Factual information			
Module title	MNGT 219: Entrepreneurial International Business	**Level**	5
Module tutor	Konstantinos Rotsios	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

A study of the opportunities and risks involved in conducting business operations across national borders. Analysis of the concepts, tools, environmental factors influencing international flows of goods/services, money, human resources and information. It is an upper level management module.

Aims of the module

To familiarize the students with all the aspects of international business and in the process learn how to evaluate the international environment and its impact on the firms operating in it. To understand how companies operating internationally require an entrepreneurial attitude as borders between countries become less relevant.

Indicative content

- Globalization: Globalization of markets/production, drivers of globalization, the globalization debate, managing in the global marketplace.
- National differences in political economy: political systems, economic systems, legal systems.
- Political economy and economic development: differences in economic development, political economy and economic progress
- Differences in Culture: the determinants of culture, social structure, religious and ethical systems, culture and the workplace.
- Ethics in International Business: Issues, the roots of unethical behaviour, implications for managers.
- International Trade theory: an overview of trade theory, comparative advantage theory, the Product Life-Cycle Theory, Porter's Diamond.
- The political economy of Int'l Trade: Instruments of trade policy, political and economic arguments for intervention.
- Foreign Direct Investment: Trends/direction, theories, political ideology, benefits/costs and government policy.
- Regional economic integration: levels, regional economic integration in Europe, regional economic integration in the Americas and elsewhere.
- Foreign exchange market: functions, economic theories of FX determination, interest rates and exchange rates, forecasting.
- International monetary system: the role of the IMF, the floating exchange rate regime, pegged exchange rates, implications for managers.
- The strategy of int'l business: global expansion, cost pressures and pressures for local responsiveness, choosing a strategy.
- Entry strategy and Strategic Alliances.

Factual information

Module title	STAT 205 – Introduction to Statistics	**Level**	4
Module tutor	Dr. Kyriaki Mengoudi	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module assumes at least elementary college algebra knowledge. It is a practical as well as conceptual module, which provides important training and skills useful in the professional as well as academic domain.

Aims of the module

This module is an introduction to descriptive and inferential statistical methods. This introductory module covers the concepts and techniques concerning exploratory data analysis, frequency distributions, correlation, central tendency and variation, probability, sampling distribution and statistical inference. Students will be exposed to these topics and how each applies to and can be used in the business environment. Students will master problem solving using both manual computations and statistical software. Simulations and animations are employed in teaching and the students learn the value of random simulation in risk assessment.

The module aims at the following:

- Give the student the statistical skills necessary to meet the needs of business and the real-world decision-making problems
- Effectively communicate the results of a statistical analysis both orally and in writing.

Provide fundamental statistical knowledge and skills required for a higher-level module in related fields.

Indicative content

Data and Statistics
Descriptive Statistics
Descriptive Statistics: Numerical Measures
Probability
Discrete Probability Distributions
Continuous Probability Distributions
Sampling Distributions
Interval Estimation
Hypothesis Testing
Linear Regression

LEVEL 6

Factual information			
Module title	MNGT 310: Human Resources Management	**Level**	6
Module tutor	Anestis Th. Anastasiou	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module provides an overview of the basic concepts and practices of Human Resource Management of a modern organization. Its emphasis is on the well-being, high performance, personal and professional development of employees as well as on the success of the organization. It also focuses on the strategic perspective of managing people, the global realities of HRM and the use of modern technologies across several HRM practices within an ethical framework. The module is linked with the MNGT 101: Introduction to Management module, which provides students with knowledge of basic management theories and concepts and the MNGT 201: Organizational Behavior module, which presents and analyzes the behaviour of individuals and groups within the organizational context.

Aims of the module

The module enables students to explore the importance of Human Resource Management and its functions performed in organizations that make an effective use of people to achieve both organizational and individual goals.

Indicative content

- Introducing HRM
- From Personnel Management to HRM
- HRM challenges
- Legal issues and ethical dilemmas
- Strategic HRM
- Human Resource Strategy Development
- Human Resource Planning
- Job analysis and job evaluation
- Recruitment, selection and orientation
- Performance appraisal
- Training and development
- Reward Management
- Employee relations
- Health and Safety
- International Human Resource Management

Factual information			
Module title	Management 322 Business Strategy I	**Level**	6
Module tutor	Dr. Nikolaos Hourvouliades	**Credit value**	15
Module type	Face to face	**Notional learning hours**	150

	Lecture/guided discussion		

Rationale for the module and its links with other modules

The module provides an overview of the concepts and theories that are used in understanding the strategic management process. It critically analyses studies in the field of strategy and suggests the strategic management model. It also recommends the strategic audit as the key approach to the systematic analysis of complex organization-wide issues.

Aims of the module

The aim of this module is to enable students understand how an organization functions as an entity, in all areas of business, how it interacts with its environment and what must management do to ensure a long-term and successful organizational performance

Indicative content

Business environment
Corporate Social responsibility
Business ethics
Industry analysis
SWOT analysis
Organizational structure, intelligence, social responsibility
Strategy formulation and implementation to other phases of management.
Financial analysis
Case analysis applying the strategic audit

Factual information

Module title	MNGT 312 Operations Management	**Level**	6
Module tutor	Dr. Dimitris Hatjidis	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module seeks to develop students' understanding of the fundamental role of operations management in both services and manufacturing. Students are exposed to concepts, problems and analysis related to the strategy, design, planning, and improvement of manufacturing and service operations. The module serves to link operational issues to managerial strategy issues and provides key input for students to undertake their final capstone project

Aims of the module

This module will cover the following thematic areas: new corporate trends, corporate strategies, product design, process management, principles of quality management, inventory management and total corporate planning using the MRP-ERP framework, management of supply chains. The module will also introduce a set of quantitative and analytical tools that can be used in almost any context, including project management, decision trees and process analysis

Indicative content

Intro: The transition from the 2nd to the 3rd industrial revolution and key corporate trends
Corporate competitive strategies and global corporate strategies
Principles and methods used for Product Design
Case studies in Product Design and decision Tree analysis
Process management in goods & service
Case studies in process management
Project Management
Lab sessions on Project Management
Quality management and TQM models
Case studies in quality management and TQM tools
Principles for the management of supply chains
Case studies and tools for supply chain management
Supply chain management for e*business
Inventory management & inventory optimization models
The MRP-ERP framework for total corporate planning

Factual information			
Module title	MARKETING 330, CONSUMER BEHAVIOUR	**Level**	6
Module tutor	Dr. Tsichla	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The marketing discipline and marketing activity is in theory and in practice should be customer centric and that means consumer centric. The marketing process and theory start with the consumer and end with the consumer. It starts with identifying needs all the way to post purchase satisfaction and loyalty. The purpose of this module is to complement the marketing process with the understanding of how a consumer decides and behaves.

Aims of the module

An analysis of consumer behavior, this module introduces students to the processes that consumers employ in order to select, purchase, use, evaluate, and dispose of products and services that will satisfy their needs. The module will also provide students with an understanding of the influences (external and internal) that determine consumer behavior. And, since consumers vary in the ways that they consume products and services, the module will demonstrate in various ways how and why the analysis of consumer behavior is critical to the field of marketing.

Indicative content

The social and market environment, The role of consumption in society

- Perception in consumer behavior
- The role of self-image in consumption
- Values and motivation
- Lifestyle
- Memory and learning
- Consumer attitude formation
- The cognitive and affective dimensions
- Individual decision making

- Household and group decision making
- Group influence and opinion leadership
- Culture and subculture
- Cultural change process and new consumers
- Group behaviour

Factual information			
Module title	Management 323 Business Strategy II (Final Thesis)	**Level**	6
Module tutor	Dr. Nikolas Hourvouliades	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	180

Rationale for the module and its links with other modules

The rationale of this module is to synthesize the knowledge and skills developed in previous business modules and apply them to a business plan. Students will be required to set and meet aggressive goals and meet regularly with module coordinators to ensure their research project (business plan) is progressing in a focused and high-quality manner. The business plan should prove the student's independent ability to investigate and develop a business opportunity.

Aims of the module

This business plan will develop an original business idea or the future evolution of an existing company and will comprise of three key thematic areas:

The organizational plan that will study the business environment and derive a corporate strategy and provide an analysis of corporate operations and organizational plan achieving a consistent strategic fit.

The Marketing Plan in which the student describes and analyzes potential customers, namely who and where they are, what will make them buy, etc. Here, the student also describes the competition and how they'll compete

The Financial Plan containing the student's financial projections, which include their balance sheet, income and cash flow statement, break-even analysis, and financial ratios and capital requirements.

Indicative content

Executive Summary
Introductory Section
Organizational Plan
Marketing Plan
Financial Plan
Supporting Material (references, data sources, maps etc)

Factual information			
Module title	Management 330: Entrepreneurship & Innovation	**Level**	6
Module tutor	Dr. Konstantinos Rotsios	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module provides an overview of the role and growing importance of entrepreneurship. It explores the arguments both for and against owning a business in times of economic crisis. It focuses on current topics of interest to aspiring entrepreneurs.

Aims of the module

The aim of this module is to provide students with up-to-date analysis about conceiving, planning, organizing and operating a new business venture as well as how to achieve optimal benefits from the limited resources available to entrepreneurs.

Indicative content

- The dynamic role of entrepreneurs
- Social responsibility
- Opportunity creation
- Creativity and Innovation
- Feasibility Analysis
- Developing marketing strategies
- Operating the business
- Financial planning and control
- Using information technology
- Legal and ethical issues

Factual information			
Module title	Marketing 301 Entrepreneurial Corporate Marketing Strategy	**Level**	6
Module tutor	Dr. Eirini Tsichla	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module offers an in-depth examination and analysis of the basic marketing principles. A considerable effort is made to provide students with the elements of advanced marketing thinking in structuring innovative marketing strategies for various corporations. Students are prepared to work in the competitive and dynamic field of marketing and implement planning and execution skills within a rapidly changing environment. It is an upper level required marketing module.

Rationale for the module and its links with other modules
Aims of the module
The module seeks to develop students' understanding of the fundamental role of Marketing in modern organizations and to comprehend the type of managerial decisions that need to be taken in order to help a company succeed in the marketplace. The module aims to develop the business acumen of students and enhance marketing confidence through knowledge and experience with real business cases and marketing simulation. Also, the module emphasizes the central role of branding in strategy formulation and addresses contemporary tactics including experiential branding, brand advocacy, brand activism, and fostering brand communities.
Indicative content
Marketing strategy in today's business environment Global, ethical and sustainable marketing Elements of marketing strategy, planning and competition Understanding consumer and business markets Segmentation, target marketing and positioning Developing the value offering Brand building Organizational branding Brand identity over time Managing the marketing mix

Factual information			
Module title	MGT 341 Business in Greece and the European Union	**Level**	6
Module tutor	Staff – PhD in Business/Economics	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The rationale of this module is to give students some insights into the complexities of the European environment from a global, business, political and legal perspective. It also explores the different ways in which the European Union institutions have a determining influence on any company working in or with the European Single Market. Particular focus is placed on doing business in Greece and South Eastern Europe. The module allows students to place many of the issues visited in various business modules in the context of the European Union and its unique institutional arrangements			
Aims of the module			
This module will centre around the analysis of the business environment, placing it in the context of the European Union, the corporate implications of European Institutions and the policies of the European Union will be a key theme. Related themes for exploration include: the political economy of capitalist varieties in Europe, comparative analysis between EU economies and corporate implications, comparative analysis of the EU to the USA, The Euro and the Eurozone, corporate culture and ethics, Greece in the European context, integrating Eastern Europe into the EU, Europe in the global arena and the European crisis			

Indicative content
Methodological analysis of the Business Environment European Union in the context of globalisation Theories of economic integration The institutions of the European Union The common policies of the European Union and corporate implications The Single European Market The European Monetary Union, the Euro and corporate implications The Greek economy and business environment Comparative analysis of European economies The typologies of European economic models European & US economies: Comparative analysis The economic and institutional crisis in Europe The European context of the Greek economic crisis Greek economic prospects under the Troika's conditionality Political economy: Varieties of capitalism in Europe Core Europe and the Periphery

Module Specifications

International Business and Finance

Level 5

Factual information			
Module title	MNGT 201 Organisational Behaviour	**Level**	5
Module tutor	Dr. Dimitris Hatjidis	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The unit covers particular issues about the study of individual, group and structural behavior within organizations. In particular, the unit examines the impact of the human behavior issues on organizational performance and success. It is widely recognized that the knowledge of organizational behavior is critical in modern corporations and public bodies and determines in a high rate their effectiveness and efficiency. It helps students develop plans on how to mobilize people to reach their maximum potential so that it can lead to better organizational performance. It is linked with other modules of the institution such as Business Strategy and Human Resource Management.			
Aims of the module			
This Module aims to introduce students to the study of organizations, their forms and structures, in relation to individual behavior, group dynamics, Emotional Intelligence and the way in which each affects			

organizational systems. Emphasis is given on discussing and analysing theoretical aspects of group and individual behavior and indicating their applicability within an organizational setting.

Indicative content

Introduction in Organisational Behaviour
International and organizational culture
Understanding and managing individual behavior
Individual Differences at work
Perceptions and attributions
Motivation: Background and theories
WManaging employee behavior
Managing workplace stress
Group and team behavior
Conflict and Negotiation, Leadeship
Communicating effectively
Decision making Organizational structure and design
Managing organizational change and learning
Revision of the module, Presentation of Debates

Factual information			
Module title	MNGT 312 Operations Management	**Level**	6
Module tutor	Dr. Dimitris Hatjidis	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module seeks to develop students' understanding of the fundamental role of operations management in both services and manufacturing. Students are exposed to concepts, problems and analysis related to the strategy, design, planning, and improvement of manufacturing and service operations. The module serves to link operational issues to managerial strategy issues and provides key input for students to undertake their final capstone project

Aims of the module

This module will cover the following thematic areas: new corporate trends, corporate strategies, product design, process management, principles of quality management, inventory management and total corporate planning using the MRP-ERP framework, management of supply chains. The module will also introduce a set of quantitative and analytical tools that can be used in almost any context, including project management, decision trees and process analysis

Indicative content

Intro: The transition from the 2nd to the 3rd industrial revolution and key corporate trends
Corporate competitive strategies and global corporate strategies
Principles and methods used for Product Design
Case studies in Product Design and decision Tree analysis
Process management in goods & service
Case studies in process management

Project Management
Lab sessions on Project Management
Quality management and TQM models
Case studies in quality management and TQM tools
Principles for the management of supply chains
Case studies and tools for supply chain management
Supply chain management for e*business
Inventory management & inventory optimization models
The MRP-ERP framework for total corporate planning

Factual information			
Module title	FIN 232 International Finance	**Level**	6
Module tutor	Ioannis Krassas	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

International Finance is a fourth year-first semester module that introduces the students to contemporary foreign exchange topics, and financial instruments that are used in international markets to hedge against currency risks, interest rates and financial exposure. The module, designed for students who wish to build upon the basic economic and financial principles they have acquired in the areas of economics and corporate finance, covers both the management and the markets of multinational businesses. It is a required module for Finance and International Business majors and optional for Marketing students.

Aims of the module

The principal purpose of this module is to introduce those aspects of financial decisions, which arise when companies operate in an international environment. Students are exposed to the international business environment, with emphasis on the challenges financial managers face in the dynamic and rapidly expanding field of international finance. This will build on the work of Corporate Finance and will cover both theoretical and practical aspects. The main objectives are to:

give an understanding of the risks arising from international operations

examine the techniques available for managing these risks

review capital structure theory and investment appraisal in a domestic setting and examine international differences

Indicative content

Introduction to International Finance
The Foreign Exchange Market
International Parity Conditions & Exchange Rate Determination
Foreign Currency Futures & Options
International Banking & Money Market

Rationale for the module and its links with other modules
International Equity & Bond Markets Interest Rate and Currency Swaps Measuring and Managing Foreign Exchange Exposure Cash management multinational capital budgeting End of group project, review, exercises.

Factual information			
Module title	BUS 241 INTERNATIONAL BUSINESS LAW	**Level**	4
Module tutor	Dr. Zoi Giannopoulou	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
This module has been designed to address the specific needs and interests of students, engaged in the study of business and commercial transactions in the international environment.			
Aims of the module			
The aim of the module is to introduce students to business law in the international environment.			
Indicative content			
The module will cover the following topics: 1. The Legal Environment of International Business: a) Introduction to International Business, b) International Law and Comparative Legal Systems, c) Dispute Resolution in the Global Marketplace 2. Incorporation of Business: a) Forms of Businesses, b) Partnerships, c) Corporations 3. Contract Law: a) Formation of Contracts, b) Performance and Breach of Contracts 4. The Sale of Goods Contract 5. International Sales Contracts 6. Intellectual Property Law 7. Comparative Labor and Employment Law			

Factual information			
Module title	COMPUTER SCIENCE 201 – Database Management Systems	**Level**	4
Module tutor	Dr. Kyriaki Mengoudi	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			

The module examines the ontology and organizational principles of business transactions and develops skills for data processing with spreadsheets and office database applications.

Business transactions from the entire business life cycle are presented along with suitable processing techniques. Examples are drawn from sales, purchases, transportation, fixed assets and depreciation, loans, taxation, income statements and balance sheets.

The Relational Data Model is introduced along with the techniques for interrelating business data tables in the different media. Emphasis is given in data design and reporting. Data processing topics include: rounding, text, date and time, financial functions, subtotaling, data analysis, logistics and planning. Focus is on Business Planning and topics are drawn from Microeconomics, Finance, Marketing, Managerial and Financial Accounting.

Aims of the module

The module aims at presenting the basic principles of data organization as applied in Relational Databases. It further aims at providing the necessary techniques for management and processing of the data with spreadsheets and personal database tools.

Indicative content

1. Tables of heterogeneous data types
2. Operations with tables
3. Computed fields - single row functions
4. Sorting and Grouping
5. One dimensional aggregations
6. Two dimensional aggregations
7. Tabular and hierarchical reporting of multi-dimensional data

Factual information

Module title	Research 299 Business Research Methods	**Level**	5
Module tutor	Dr. Konstantinos Rotsios	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	180

Rationale for the module and its links with other modules

The module introduces students to a diversity of research techniques and trains them in experiencing the research process that involves identifying, discussing and formulating research problems, selecting and applying appropriate research approaches and methods of inquiry (both qualitative and quantitative), collecting, analyzing, interpreting and reporting data, for the purpose of solving problems in the business environment. The students will become acquainted with the concept of research and its interplay between the business context and thesis work. The students will understand how to plan research work, develop a research proposal and finally undertake a research project. The module requires an active participation, independent study, an interest to start writing by following a certain methodology, and a high motivation for reading scholarly papers and relevant business information.

Aims of the module

The students will apprehend the main research strategies in social sciences, learn how to use theory, construct a literature review, articulate a selected problem driven and justified from the literature, select a sample and utilize different methods for collecting, analyzing, and interpreting research data. Learning outcomes include the following:

- Understand the main principles of research
- Develop an ability to evaluate secondary research documents and reports
- Apprehend the principles of qualitative and quantitative research methods
- Develop analytical and critical thinking skills that will be implemented in the students' research project
- Exercise writing skills and argumentation
- Develop communication skills

Indicative content

- The basics of business and academic research
- The Business Research process
- Forming the Research Proposal
- Literature Review
- Use of Theory
- Ethical Considerations
- Secondary and primary data
- Qualitative and quantitative research
- Sampling

Proposal Submission

- Evaluation of proposals
- Statistical Background
- Data mining and data handling
- Writing the final paper
- Main analysis, conclusions and further research

Factual information			
Module title	STAT 205 – Introduction to Statistics	**Level**	4
Module tutor	Dr. Kyriaki Mengoudi	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module assumes at least elementary college algebra knowledge. It is a practical as well as conceptual module, which provides important training and skills useful in the professional as well as academic domain.

Aims of the module

This module is an introduction to descriptive and inferential statistical methods. This introductory module covers the concepts and techniques concerning exploratory data analysis, frequency distributions, correlation, central tendency and variation, probability, sampling distribution and statistical inference. Students will be exposed to these topics and how each applies to and can be used in the business environment. Students will master problem solving using both manual computations and statistical software. Simulations and animations are employed in teaching and the students learn the value of random simulation in risk assessment.

The module aims at the following:

- Give the student the statistical skills necessary to meet the needs of business and the real-world decision-making problems
- Effectively communicate the results of a statistical analysis both orally and in writing.

Provide fundamental statistical knowledge and skills required for a higher-level module in related fields.

Indicative content

Data and Statistics
Descriptive Statistics
Descriptive Statistics: Numerical Measures
Probability
Discrete Probability Distributions
Continuous Probability Distributions
Sampling Distributions
Interval Estimation
Hypothesis Testing
Linear Regression

Factual information

Module title	Fin 202 Entrepreneurial and Corporate Finance	**Level**	5
Module tutor	Dr. Ioannis Krassas	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

Entrepreneurial and Corporate Finance is a third year module which equips students to learn to apply today's most effective corporate finance tools and techniques to an entrepreneurial venture or a financial manager. Furthermore, students will implement many of the finance principles from the financial management module. It is a required module for business students with concentrations in finance, Entrepreneurial Management and International Business.

Aims of the module

This module will clearly focus on financing an existing family business, start-ups, corporations, and NGO's, including sound financial management practices in financial statement analysis, asset valuation, corporate finance, debt and equity investments, security analysis and concepts of risk. The module will go into depth on how to analyse financial statement, asses firm's capital structure, and evaluate the various ventures and investment projects, evaluate bonds and equities, for the purpose of maximizing a firms' value by taking the appropriate Investment Decision, Financing Decision and Dividend Decision. Tools and methods used in determining how much money a venture actually needs in order to be viable will also be covered. Attention will be devoted to the different types of financing alternatives available to an entrepreneur. The venture capital market will be investigated in detail, including self-financing, debt financing, angel financing, and financing from venture capital firms. Students will be encouraged to understand financing issues and options from the vantage points of the entrepreneur, the lender, and the investor. In short, the module will explore the most important financial issues that an entrepreneur may face.

Indicative content

Introduction and overview of entrepreneurial and corporate finance

- The four basic principles of finance
- Introduction to firm's objective and corporate governance
- The Objective in Decision Making
- Agency Problem Details
- Raising Capital: Primary Markets & IPO's
- Venture Capital

Time Value of Money Revision

- FV & PV Models, The EAR
- Multiple Cash flow Analysis, Annuities & Perpetuities
- Applications

Capital Budgeting

- NPV, IRR, PI, PB, DPB
- Evaluating more than one projects
- Issues & Corrections using IRR and PI
- Incremental Analysis

Advanced Capital Budgeting

- Scenario Analysis
- Sensitivity Analysis
- Further issues

Financial Markets & Instruments I

- Types of Returns
- Risk: Systematic vs Unsystematic
- Risk & Return
- Risk Premia
- Expected Returns

Financial Markets and Instruments II

- Systematic Risk – Beta
- CAPM
- Issues with the CAPM
- Alternative Models (Fama & French)

Market Efficiency & Behavioral Finance

- Price & Information Relationship
- The EMH
- Inefficient Markets & Bounded Rationality
- Behavioral Finance Concepts & Applications

Capital Structure I

- Capital Structure 1
- The cost of capital
- Cost of equity
- Cost of Debt
- WACC, Divisional WACC

Capital Structure II

- Capital Structure II
- Leverage & Effects
- M & M Propositions
- Leverage & Signaling

Bonds & Stocks Valuation

- Bonds and Bond Valuation
- Bond Ratings
- Types of Bonds, Bond Markets
- Determinants of Bond Yields
- Stock Valuation

M&A – Dividend Policy & Revision Week

- Dividend Policy
- Basic Concepts of Mergers and Acquisitions
- Types of Acquisitions
- Effects of M&A's

Factual information			
Module title	MNGT 219: Entrepreneurial International Business	**Level**	5
Module tutor	Dr. Konstantinos Rotsios	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

A study of the opportunities and risks involved in conducting business operations across national borders. Analysis of the concepts, tools, environmental factors influencing international flows of goods/services, money, human resources and information. It is an upper level management module.

Aims of the module

To familiarize the students with all the aspects of international business and in the process learn how to evaluate the international environment and its impact on the firms operating in it. To understand how companies operating internationally require an entrepreneurial attitude as borders between countries become less relevant.

Indicative content

- Globalization: Globalization of markets/production, drivers of globalization, the globalization debate, managing in the global marketplace.
- National differences in political economy: political systems, economic systems, legal systems.
- Political economy and economic development: differences in economic development, political economy and economic progress
- Differences in Culture: the determinants of culture, social structure, religious and ethical systems, culture and the workplace.
- Ethics in International Business: Issues, the roots of unethical behaviour, implications for managers.
- International Trade theory: an overview of trade theory, comparative advantage theory, the Product Life-Cycle Theory, Porter's Diamond.
- The political economy of Int'l Trade: Instruments of trade policy, political and economic arguments for intervention.
- Foreign Direct Investment: Trends/direction, theories, political ideology, benefits/costs and government policy.
- Regional economic integration: levels, regional economic integration in Europe, regional economic integration in the Americas and elsewhere.
- Foreign exchange market: functions, economic theories of FX determination, interest rates and exchange rates, forecasting.
- International monetary system: the role of the IMF, the floating exchange rate regime, pegged exchange rates, implications for managers.
- The strategy of int'l business: global expansion, cost pressures and pressures for local responsiveness, choosing a strategy.
- Entry strategy and Strategic Alliances.

LEVEL 6

Factual information			
Module title	Management 322 Business Strategy I	**Level**	6
Module tutor	Dr. Nikolaos Hourvouliades	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The module provides an overview of the concepts and theories that are used in understanding the strategic management process. It critically analyses studies in the field of strategy and suggests the strategic management model. It also recommends the strategic audit as the key approach to the systematic analysis of complex organization-wide issues.			
Aims of the module			
The aim of this module is to enable students understand how an organization functions as an entity, in all areas of business, how it interacts with its environment and what must management do to ensure a long-term and successful organizational performance			
Indicative content			
Business environment Corporate Social responsibility Business ethics Industry analysis SWOT analysis Organizational structure, intelligence, social responsibility Strategy formulation and implementation to other phases of management. Financial analysis			

Factual information			
Module title	MNGT 312 Operations Management	**Level**	6
Module tutor	Dr. Dimitris Hatjidis	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The module seeks to develop students' understanding of the fundamental role of operations management in both services and manufacturing. Students are exposed to concepts, problems and analysis related to the strategy, design, planning, and improvement of manufacturing and service operations. The module serves to link operational issues to managerial strategy issues and provides key input for students to undertake their final capstone project			

Aims of the module
This module will cover the following thematic areas: new corporate trends, corporate strategies, product design, process management, principles of quality management, inventory management and total corporate planning using the MRP-ERP framework, management of supply chains. The module will also introduce a set of quantitative and analytical tools that can be used in almost any context, including project management, decision trees and process analysis
Indicative content
Intro: The transition from the 2nd to the 3rd industrial revolution and key corporate trends Corporate competitive strategies and global corporate strategies Principles and methods used for Product Design Case studies in Product Design and decision Tree analysis Process management in goods & service Case studies in process management Project Management Lab sessions on Project Management Quality management and TQM models Case studies in quality management and TQM tools Principles for the management of supply chains Case studies and tools for supply chain management Supply chain management for e*business Inventory management & inventory optimization models The MRP-ERP framework for total corporate planning

Factual information			
Module title	FIN 232 International Finance	**Level**	6
Module tutor	Staff – PhD in Finance	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
International Finance is a fourth year-first semester module that introduces the students to contemporary foreign exchange topics, and financial instruments that are used in international markets to hedge against currency risks, interest rates and financial exposure. The module, designed for students who wish to build upon the basic economic and financial principles they have acquired in the areas of economics and corporate finance, covers both the management and the markets of multinational businesses. It is a required module for Finance and International Business majors and optional for Marketing students.			
Aims of the module			
The principal purpose of this module is to introduce those aspects of financial decisions, which arise when companies operate in an international environment. Students are exposed to the international business environment, with emphasis on the challenges financial managers face in the dynamic and rapidly expanding field of international finance. This will build on the work of Corporate Finance and will cover both theoretical and practical aspects. The main objectives are to:			

- give an understanding of the risks arising from international operations
- examine the techniques available for managing these risks
- review capital structure theory and investment appraisal in a domestic setting and examine international differences

Indicative content

Introduction to International Finance
The Foreign Exchange Market
International Parity Conditions & Exchange Rate Determination
Foreign Currency Futures & Options
International Banking & Money Market
International Equity & Bond Markets
Interest Rate and Currency Swaps
Measuring and Managing Foreign Exchange Exposure
Cash management
multinational capital budgeting
End of group project, review, exercises.

Factual information

Module title	MGT 341 Business in Greece and the European Union	**Level**	6
Module tutor	Staff – PhD in Business/Economics	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The rationale of this module is to give students some insights into the complexities of the European environment from a global, business, political and legal perspective. It also explores the different ways in which the European Union institutions have a determining influence on any company working in or with the European Single Market. Particular focus is placed on doing business in Greece and South Eastern Europe. The module allows students to place many of the issues visited in various business modules in the context of the European Union and its unique institutional arrangements

Aims of the module

This module will centre around the analysis of the business environment, placing it in the context of the European Union, the corporate implications of European Institutions and the policies of the European Union will be a key theme. Related themes for exploration include: the political economy of capitalist varieties in Europe, comparative analysis between EU economies and corporate implications, comparative analysis of the EU to the USA, The Euro and the Eurozone, corporate culture and ethics, Greece in the European context, integrating Eastern Europe into the EU, Europe in the global arena and the European crisis

Indicative content

Methodological analysis of the Business Environment
European Union in the context of globalisation
Theories of economic integration
The institutions of the European Union
The common policies of the European Union and corporate implications

The Single European Market
The European Monetary Union, the Euro and corporate implications
The Greek economy and business environment
Comparative analysis of European economies
The typologies of European economic models
European & US economies: Comparative analysis
The economic and institutional crisis in Europe
The European context of the Greek economic crisis
Greek economic prospects under the Troika's conditionality
Political economy: Varieties of capitalism in Europe
Core Europe and the Periphery

Factual information			
Module title	FIN 220 Investments & Portfolio Management	**Level**	6
Module tutor	Nikolaos Hourvouliades	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

Investments & Portfolio Management is a fourth year-second semester module that completes the students' knowledge of the asset classes & global investment choices in order to form an optimal portfolio. This final semester module combines all prior knowledge on macroeconomics, microeconomics, finance and investments. It is a required module only for Finance majors and optional for all other business students

Aims of the module

The principal purpose of this module is to provide a comprehensive analysis of the characteristics and analyses of individual securities, as well as the theory and practice of combining securities to form optimal portfolios. The aims of this module are to:

-provide an overview of the entire investment scene
-survey various investment alternatives and their opportunities from the viewpoint of risk and return
-treat asset pricing models and the efficient market hypothesis (EHM)
-review the role of behavioral finance and how it affects EMH
-examine the formation of optimal portfolios
-examine the analysis, valuation and management of stocks
-treat the theory of the term structure of interest rates, bond pricing and the management of bond funds
-introduce the fundamentals of option valuation and trading

Indicative content

The Investment Environment, Securities Markets & Transactions
Return and Risk
Modern Portfolio Topics, Launch of Group Portfolio Project
Common Stocks
Analysing Common Stocks
Stock Valuation and Characteristics
The Fixed Income Market/ Bond Valuation and Characteristics
Mutual Funds Characteristics
Portfolio Management
Options/ Financial Futures, Commodities

Factual information			
Module title	Econ 332 International Economics	**Level**	5
Module tutor	Staff - PhD in Economics	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The rationale of this module is to initiate students to the major issues in today's international economic sphere by combining a presentation of basic international trade and finance theory concepts with applied issues and policies. The applied, policy aspect of the module is enhanced by invited guest speakerss. The module further develops key concepts from economics and relates international financial issues to finance modules.

Aims of the module

This module will cover economic trade theories, tariff and non-tariff barriers, the trading system and international institutions. The next main area of focus will be on international finance including exchange rate theories, the functioning of the international monetary and financial system, multinational companies, regional economic integration and transition economies.

Indicative content

The Global Economy and its Institutions

International Trade Relations

Comparative Advantage and the Gains from Trade

The Economics of Protectionism: Tariffs and NTBs

Trade Policies and Trade Blocs

International Financial Relations

Measuring International Transactions

Exchange Rate Theories & Determination

Exchange Rate Systems

Macroeconomic Policy in Open Economies

Factual information			
Module title	MKT318 Global Marketing	**Level**	6
Module tutor	Dr. Konstantinos Rotsios	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules
This module addresses marketing management problems, techniques and strategies needed to incorporate the marketing concept into today's global economy. More specifically, this fourth-year module, provides students with the relevant knowledge to analyse and explain the international business environment and to develop suitable marketing strategies for companies that seek to expand their business in foreign markets. It is a required module for the concentration of Marketing and International Business and an elective for the rest of the concentrations.
Aims of the module
The module seeks to expand the knowledge of students in analyzing the international marketing environment by explaining thoroughly the key factors that affect it. Furthermore marketing principles and strategies are applied under a global perspective, by focusing on the similarities and acknowledging the differences of the international markets
Indicative content
Analysis of external environments (economic-cultural-social-political-legal). Rationale for global expansion, where and how. Country markets selection process. Entry methods. Global competition and developed vs emerging countries. Global product, distribution, pricing and promotion strategies. Indicative Weekly Content 1. The global marketing environment. From domestic marketing to international and global marketing 2. Global economy and trade liberalization. The balance of payments, the foreign currency market and macroeconomic indicators. 3. Cultural and social forces. The parameters that constitute cultural environment: language, religion, family, education, perceptions towards time, work & leisure etc. The Hoffstede classification. 4. Political & legal forces. Rationale and potential actions of host countries governments. Home market pressure groups. Political risk assessment and protection. 5. Global markets and buyers – the consumer, the business and the government markets. Factors that affect their buying behavior 6. Global competitors: global vs global or global vs. local, - competition in developed & developing countries- country of origin effect 7. Global market Participation- reasons for going global- evaluating and country selection process. Screening process 8. Global market entry strategies – Exporting, licensing, franchising & Foreign Production- Ownership strategies: Joint Ventures and strategic alliances 9. Global Product strategies- rationale for product standardization vs adaptation- forces and types of product adaptations PLC and global product. 10. Branding Decisions. The global brand name process, groups of global customers 11. Pricing for Global markets – standardization or adaptation-Internal, Market, Environmental factors that affect pricing– Managerial issues: managing price escalations, transfer prices. 12. Managing Global distribution channels –foreign channel members- identifying, designing & managing global distribution channels 13. Global Promotion Strategies: pull vs push- personal selling- sales promotion-public relations. Standardization vs Adaptation. Global advertising: global vs local advertising campaigns- media strategy

ctual information

Module title	Management 323 Business Strategy II (Final Thesis)	**Level**	6
Module tutor	Dr. Nikolas Hourvouliades	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	180

Rationale for the module and its links with other modules
The rationale of this module is to synthesize the knowledge and skills developed in previous business modules and apply them to a business plan. Students will be required to set and meet aggressive goals and meet regularly with module coordinators to ensure their research project (business plan) is progressing in a focused and high-quality manner. The business plan should prove the student's independent ability to investigate and develop a business opportunity.
Aims of the module
This business plan will develop an original business idea or the future evolution of an existing company and will comprise of three key thematic areas: The organizational plan that will study the business environment and derive a corporate strategy and provide an analysis of corporate operations and organizational plan achieving a consistent strategic fit. The Marketing Plan in which the student describes and analyzes potential customers, namely who and where they are, what will make them buy, etc. Here, the student also describes the competition and how they'll compete The Financial Plan containing the student's financial projections, which include their balance sheet, income and cash flow statement, break-even analysis, and financial ratios and capital requirements.
Indicative content
Executive Summary Introductory Section Organizational Plan Marketing Plan Financial Plan Supporting Material (references, data sources, maps etc)

Modules Specifications
Tourism

LEVEL 5

Factual information			
Module title	MNGT 201 Organisational Behaviour	**Level**	5
Module tutor	Dr. Dimitris Hatjidis	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The unit covers particular issues about the study of individual, group and structural behavior within organizations. In particular, the unit examines the impact of the human behavior issues on organizational performance and success. It is widely recognized that the knowledge of organizational behavior is critical in modern corporations and public bodies and determines in a high rate their effectiveness and efficiency. It helps students develop plans on how to mobilize people to reach their maximum potential			

so that it can lead to better organizational performance. It is linked with other modules of the institution such as Business Strategy and Human Resource Management.

Aims of the module

This Module aims to introduce students to the study of organizations, their forms and structures, in relation to individual behavior, group dynamics, Emotional Intelligence and the way in which each affects organizational systems. Emphasis is given on discussing and analysing theoretical aspects of group and individual behavior and indicating their applicability within an organizational setting.

Indicative content

Week 1: Introduction in Organisational Behaviour
International and organizational culture
Week 2: Understanding and managing individual behavior
Individual Differences at work
Perceptions and attributions
Week 3: Motivation: Background and theories
Week 4: Managing employee behavior
Week 5: Managing workplace stress
Week 6: Group and team behavior
Week 7: Conflict and Negotiation, Leadeship
Week 8: Communicating effectively
Week 9: Decision making Organizational structure and design
Week 10: Managing organizational change and learning
Week 11: Revision of the module, Presentation of Debates

Factual information

Module title	FIN 201 Financial Management	**Level**	5
Module tutor	Dr. Ioannis Krassas	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module provides an overview of the basic financial concepts and their applications to the modern corporate world. It focuses on problem-solving methodology and real-life financial management practices, all within an evaluation and ethical framework.

Aims of the module

The module seeks to develop students' understanding of the key concepts of financial management necessary for making and evaluating financial decisions.

Indicative content

Overview of Corporate Finance

- Introduction to Corporate Finance
- Types of Business Entities

Financial Statements and Long-term Financial Planning

- Working with Financial Statements
- Financial Statements, Tax, Income, Cash statements
- Long-term Financial Planning and Growth

- Financial Ratios

Valuation of Future Cash Flows

- The Time Value of Money
- Discounted Cash Flow Valuation
- Annuities, Perpetuities, the EAR
- Loan Types & Applications

Capital Budgeting (Investment Criteria)

- Net Present Value, Payback period
- IRR, PI,

Short-term Financial Planning and Management

- Short-term Finance and Planning
- Cash and Liquidity Management

Factual information			
Module title	BUS 241 INTERNATIONAL BUSINESS LAW	**Level**	4
Module tutor	Dr. Zoi Giannopoulou	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
This module has been designed to address the specific needs and interests of students, engaged in the study of business and commercial transactions in the international environment.			
Aims of the module			
The aim of the module is to introduce students to business law in the international environment.			
Indicative content			

1. The Legal Environment of International Business: a) Introduction to International Business, b) International Law and Comparative Legal Systems, c) Dispute Resolution in the Global Marketplace,
2. Incorporation of Business: a) Forms of Businesses, b) Partnerships, c) Corporations,
3. Contract Law: a) Formation of Contracts, b) Performance and Breach of Contracts,
4. The Sale of Goods Contract,
5. International Sales Contracts,
6. Intellectual Property Law,
7. Comparative Labor and Employment Law.

Factual information			
Module title	COMPUTER SCIENCE 201 – Database Management Systems	**Level**	4
Module tutor	Dr. Kyriaki Mengoudi	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module examines the ontology and organizational principles of business transactions and develops skills for data processing with spreadsheets and office database applications.

Business transactions from the entire business life cycle are presented along with suitable processing techniques. Examples are drawn from sales, purchases, transportation, fixed assets and depreciation, loans, taxation, income statements and balance sheets.

The Relational Data Model is introduced along with the techniques for interrelating business data tables in the different media. Emphasis is given in data design and reporting. Data processing topics include: rounding, text, date and time, financial functions, subtotaling, data analysis, logistics and planning. Focus is on Business Planning and topics are drawn from Microeconomics, Finance, Marketing, Managerial and Financial Accounting.

Aims of the module

The module aims at presenting the basic principles of data organization as applied in Relational Databases. It further aims at providing the necessary techniques for management and processing of the data with spreadsheets and personal database tools.

Indicative content

1. Tables of heterogeneous data types
2. Operations with tables
3. Computed fields - single row functions
4. Sorting and Grouping
5. One dimensional aggregations
6. Two dimensional aggregations
7. Tabular and hierarchical reporting of multi-dimensional data

Factual information			
Module title	MNGT 203 Hospitality Management	**Level**	5
Module tutor	Anestis Anastasiou	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

Hospitality is a concept deeply rooted into Greek mentality. Intuitive hospitality is offered by all tourism professionals and the country is renowned for this quality. Nevertheless, contemporary developments

and cultural trends make it necessary for professionals to be educated according to today's needs. This module covers a wide range of topics that include advance hospitality management theory, impact of socio-economics and technology on hospitality, the future trends, laws relating to business ownership, current practices, legislation and ethics in hospitality practices, operations of revenue, logistics in accommodation for guests, guest handling, and various segments such room, concierge, food and beverage, pools, casinos, beach-bars and restaurants.

Aims of the module

This unit aims to introduce students to the study of the current trends in the hospitality industry. Emphasis is given on discussing and analysing the modern hotel and restaurant management practices, in order to set the ground for successful sales of rooms and other services of a hotel.

Indicative content

Students attending the module will be introduced to:

- Hospitality
- Property management
- Hotel divisions, roles and responsibilities
-
- Hospitality business staffing
- Special accommodation forms (resort, boutique, casinos, apartments etc)
- Contemporary hospitality trends
- Principles of Revenue Management
- Sustainability in hospitality and tourism

Factual information

Module title	MKTG 201 Tourism Marketing	**Level**	5
Module tutor	Staff - PhD in Marketing	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

Marketing plays a catalytic role in international tourism. Customers are offered today an enormous selection of choices worldwide, while tourism professionals try to distinguish themselves from competition. This module will initially offer general marketing education and then focus in industry-specific applications of marketing.

Aims of the module

The aims of the module are for students to develop an understanding of the characteristics of a service, their marketing implications, an overview of mix components – product, price, promotion, place, people -, the independence and interdependence of elements, definitions of market segmentation, marketing for hotels and resorts, the product life cycle, the scope, process and role of market research, and

secondary information, sources, range and importance. Professional expertise will be brought into class together with case studies of marketing practices.

Indicative content

- Application of marketing principles to the travel and tourism industry.
- Marketing strategy and planning in the travel and tourism industry.
- Development of tourism marketing strategies.
- Development of hospitality and tourism mix.
- Application of digital marketing techniques in modern hospitality industry.

Factual information

Module title	MNGT202 Destination management	**Level**	5
Module tutor	Staff - PhD in Business	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

This module offers specialized knowledge of destination management, a topic that has become even more important in contemporary tourism business. Participants will start from an introduction to destination management and the related marketing concepts and roles and will continue to in-depth issues such as destination communications and promotion, destination markets and segments, models of destination management, partnership and strategic cooperation in tourism, primary and secondary tourism offer, creation-distribution-branding of a destination, quality of the product, as well as case studies of good practice in international destination management.

Special focusing on ethical and sustainable tourism, as well benefits dissemination also adds on the macroeconomic dimension of tourism activity.

Aims of the module

Upon completion of the module, students will be able to

- Understand the ideas and concepts of:
  - Destination management
  - Destination planning
  - Destination product development
- Understand and be able to facilitate Community and Stakeholder Relations
- Make suggestions regarding the organization and management of tourism and destination marketing

Indicative content

Key features discussed in this module are:

- Destination management and marketing terminology
- Tourism stakeholders
- Destination branding
- Destination competitive advantage creation
- Ethical and responsible tourism

- Tourism benefits dissemination
- Destination management and marketing planning

Factual information			
Module title	STAT 205 – Introduction to Statistics	**Level**	4
Module tutor	Dr. Kyriaki Mengoudi	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module assumes at least elementary college algebra knowledge. It is a practical as well as conceptual module, which provides important training and skills useful in the professional as well as academic domain.

Aims of the module

This module is an introduction to descriptive and inferential statistical methods. This introductory module covers the concepts and techniques concerning exploratory data analysis, frequency distributions, correlation, central tendency and variation, probability, sampling distribution and statistical inference. Students will be exposed to these topics and how each applies to and can be used in the business environment. Students will master problem solving using both manual computations and statistical software. Simulations and animations are employed in teaching and the students learn the value of random simulation in risk assessment.

The module aims at the following:

- Give the student the statistical skills necessary to meet the needs of business and the real-world decision-making problems
- Effectively communicate the results of a statistical analysis both orally and in writing.

Provide fundamental statistical knowledge and skills required for a higher-level module in related fields.

Indicative content

Data and Statistics

Descriptive Statistics

Descriptive Statistics: Numerical Measures

Probability

Discrete Probability Distributions

Continuous Probability Distributions

Sampling Distributions

Interval Estimation

Hypothesis Testing
Linear Regression

LEVEL6

Factual information			
Module title	MNGT 302- Revenue Management	**Level**	6
Module tutor	Staff – PhD in Economics/Finance	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

With a fixed capacity, a highly disposable product and high fixed costs, hotels are a natural

candidate for the application of revenue management. The purpose of this module is to provide a core understanding of the fundamentals of revenue management, which ties into the larger picture of revenue strategy. The module is structured to provide an insightful look into Revenue Management.

In today's hotel sector an increasingly complex network of traditional and web-based channels has to be managed to insure hotel success. Key questions include: how should you distribute over the web? How can you maximise the potential of online travel agents (OTAs)? With the distribution environment both highly complex and constantly evolving, this module will give you comprehensive foundation.

Aims of the module

Upon completion of the module, students will be able to

- Understand the terms of:
  - Hotel Rate Distribution
  - Revenue management
  - Optimization of the pricing policy
- Implement in business environment:
  - Market segmentation
  - Set price mix

Indicative content

- Manage the price and the duration
- Revenue management implementation
- Revenue management in other industries and hotel outlets
- Pricing strategy & the benefits of the rate fences
- The importance of forecasting and forecasting challenges
- Segmentation and price discrimination. Strategic pricing.
- Setting & positioning price

Factual information

Module title	MNGT305-HR in Hotel & Tourism	**Level**	5
Module tutor	Anestis Th. Anastasiou	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

Hospitality is a concept deeply rooted into Greek mentality. Intuitive hospitality is offered by all tourism professionals and the country is renowned for this quality. Nevertheless, contemporary developments and cultural trends make it necessary for professionals to be educated according to today's needs. This module covers a wide range of topics that include advance hospitality management theory, impact of socio-economics and technology on hospitality, the future trends, laws relating to business ownership, current practices, legislation and ethics in hospitality practices, operations of revenue, logistics in accommodation for guests, guest handling, and various segments such room, concierge, food and beverage, pools, casinos, beach-bars and restaurants.

Aims of the module

This unit aims to introduce students to the study of the personnel management theory and practices within a hospitality industry content. Emphasis is given on discussing and analysing theoretical aspects of recruiting and selecting hospitality employees, performance evaluation, theories and principles of employee motivation.

Indicative content

- Job design and organisational structure
- Job description, specification, analisis
- Recruitment
- Selection
- Hiring processes
- Induction training (onboarding)
- Assessment and evaluation
- Performance Management and metrics
- Talent acquisition and management
- Remuneration and reward strategy
- Training and Development

Factual information

Module title	Management 322 Business Strategy I	**Level**	6
Module tutor	Dr. Nikolaos Hourvouliades	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module provides an overview of the concepts and theories that are used in understanding the strategic management process. It critically analyses studies in the field of strategy and suggests the strategic management model. It also recommends the strategic audit as the key approach to the systematic analysis of complex organization-wide issues.

Rationale for the module and its links with other modules
Aims of the module
The aim of this module is to enable students understand how an organization functions as an entity, in all areas of business, how it interacts with its environment and what must management do to ensure a long-term and successful organizational performance
Indicative content
Business environment Corporate Social responsibility Business ethics Industry analysis SWOT analysis Organizational structure, intelligence, social responsibility Strategy formulation and implementation to other phases of management. Financial analysis Case analysis applying the strategic audit

Factual information			
Module title	MARKETING 320 MARKETING RESEARCH	**Level**	6
Module tutor	Dr. Eirini Tsichla	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The need for relevant accurate and timely information is at the core of marketing activity and primarily for strategy development. Marketing research module links all theoretical components of marketing to relevant data derived information. The meaningful and effective implementation of Marketing Theory is realized primarily in combination with effective Marketing Research implementation.			
Aims of the module			
To introduce the students to the needs of information regarding the marketing environment and the ways to investigate and learn how to provide qualitative and quantitative information through marketing research as to cover them. Also, to familiarize students with the marketing research tools and the use of the most appropriate as to meet research objectives in a valid and reliable way. To allow students to conduct and evaluate research projects.			

Indicative content
A Mktg dec. making & MR The research process Sources & types of information Literature review Reliability &Validity Measurement methods & scales Questionnaire development

Indicative content
Qualitative research & observation Research designs Causal designs Sampling Midterm exam Sampling & coding How to do research on your own Data analysis Descriptive statistics Statistical testing How to write a communicative report Communicating findings and limitations

Factual information			
Module title	Mgmt 460 Contemporary Project Management	**Level**	6
Module tutor	Staff - PhD in Business	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	180

Rationale for the module and its links with other modules
Projects represent an increasing percentage of the activities of most organizations. Companies regularly use project management to achieve optimum results through the use of limited resources and under critical time constraints. Due to the continuously changing and increasingly complex environment, there are a large number of companies and individual consultants specializing in the management of projects. Nearly every organization is involved in some sort of project, such as construction, engineering, manufacturing, technology development, or telecommunications. The module will teach students the core fundamentals of project management and builds on their knowledge for effectively initiating a project and managing the project scope. It also helps students develop their skills in project management, to recognize and avoid the causes of project failure, and to manage a project from its initial stage to its completion.
Aims of the module
• Discuss effective project management practices and skills and how projects should be properly managed • List competencies and attributes needed in a project manager • Evaluate the different phases of the project life cycle and plan appropriate activities for each phase of the project life cycle • List and describe various categories of project stakeholders • Understand and manage project budgets and cost estimates
Indicative content
Part I: ORGANIZING PROJECTS. 1. Introduction to Project Management. 2. Project Selection and Prioritization. 3. Chartering Projects. Part II: LEADING PROJECTS.

Rationale for the module and its links with other modules
4. Organizational Capability: Structure, Culture, and Roles. 5. Leading and Managing Project Teams. 6. Stakeholder Analysis and Communication Planning. Part III: PLANNING PROJECTS. 7. Holistic Scope Planning. 8. Scheduling Projects. 9. Resourcing and Accelerating Projects. 10. Budgeting Projects. 11. Project Uncertainty Planning. 12. Project Quality Planning and Project Kick-off. Part IV: PERFORMING PROJECTS. 13. Project Procurement and Partnering. 14. Determining Project Progress and Results. 15. Finishing the Project and Realizing the Benefits.

Factual information			
Module title	MNGT 303-Events management	**Level**	6
Module tutor	Staff – PhD in Marketing	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
This module will provide industry-specific knowledge of events planning and running. It will offer a comprehensive overview of events management, covering all types of event destinations, venues and operations. Specific attention is paid to the analysis, management and monitoring of the economic and tourism benefits of the events sector. Topics that will be covered include event management, planning, operations, logistics, quality management, coordination of HR, financial management and marketing of events, communications, and evaluation and impact assessment methods. Participants will also be given a wide range of event studies in order to learn from prior industry experience.			

Aims of the module
After successful completion of the module attendance, students will be able: 1. Understand the significance of events in the context of tourism. 2. Evaluate the scope and potential of the events sector. 3. Application of management and marketing principles to the planning, monitoring and evaluation of events. 4. Classify the types of events and explain their role. 5. Determine the steps necessary to create a successful event. 6.
Indicative content
The module encompasses subjects as below: • Event organizing and management • Work distribution and team management

Aims of the module
• Events categories • Mega events, benefits and side-effects • Cross cultural and cultural interaction • Demand and Supply in event industry • Event and tourism industry interconnection • Online practice using events platform

Factual information			
Module title	MKTG 303-Tourism e-business	**Level**	6
Module tutor	Staff – PhD in Marketing	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
Advances in technology have greatly influenced and shaped modern tourism operations. IT systems offer flexible, online and, above all, affordable, solutions for everyone, from single individuals to large companies. What is more important, online systems are used not only by industry professionals but by customers too; it is a given fact that a growing majority of tourists around the world use the internet to research, examine and select their next travel. As a result, it has become absolutely necessary that a professional of any position in tourism should be able to manage and run such platforms on a daily basis. There are hundreds of innovative and versatile platforms available for travel services, covering the needs of various segments, such as destination management companies, travel agencies, tour operators, hotels and hotel chains, tourist transfers and buses, excursions and package organizers etc. During this module participants will be introduced to the basic characteristics of various e-business concepts, as well as industry-specific software, such as hotel booking, airline reservations, events registrations, as well as operational software covering areas of accounting, HR, logistics and dining services.			

Aims of the module
• Introduction to e-Business and e-Commerce for tourism • E-Marketplaces: structures and mechanisms • Industry applications and electronic systems
Indicative content
Internet and the World of Hospitality and Tourism. Internet Revolution: History and Basics. Internet as a Means of Communication, Commerce, Information Distribution, and Travel and Hospitality Research. E-Marketing Impact of the Internet on Travel and Hospitality Industry. The Future of the Travel Agents and Intermediaries

Module Specifications
Marketing

Level 5

Factual information			
Module title	MNGT 201 Organisational Behaviour	**Level**	5
Module tutor	Dr. Dimitris Hatjidis	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The unit covers particular issues about the study of individual, group and structural behavior within organizations. In particular, the unit examines the impact of the human behavior issues on organizational performance and success. It is widely recognized that the knowledge of organizational behavior is critical in modern corporations and public bodies and determines in a high rate their effectiveness and efficiency. It helps students develop plans on how to mobilize people to reach their maximum potential so that it can lead to better organizational performance. It is linked with other modules of the institution such as Business Strategy and Human Resource Management.

Aims of the module

This Module aims to introduce students to the study of organizations, their forms and structures, in relation to individual behavior, group dynamics, Emotional Intelligence and the way in which each affects organizational systems. Emphasis is given on discussing and analysing theoretical aspects of group and individual behavior and indicating their applicability within an organizational setting.

Indicative content

Introduction in Organisational Behaviour
International and organizational culture
Understanding and managing individual behavior
Individual Differences at work
Perceptions and attributions
Motivation: Background and theories
Managing employee behavior
Managing workplace stress
Group and team behavior
Conflict and Negotiation, Leadeship
Communicating effectively
Decision making Organizational structure and design
Managing organizational change and learning
Revision of the module, Presentation of Debates

Factual information

Module title	FIN 201 Financial Management	**Level**	5
Module tutor	Dr. Ioannis Krassas	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The module provides an overview of the basic financial concepts and their applications to the modern corporate world. It focuses on problem-solving methodology and real-life financial management practices, all within an evaluation and ethical framework.			
Aims of the module			
The module seeks to develop students' understanding of the key concepts of financial management necessary for making and evaluating financial decisions.			
Indicative content			

Overview of Corporate Finance

- Introduction to Corporate Finance
- Types of Business Entities

Financial Statements and Long-term Financial Planning

- Working with Financial Statements
- Financial Statements, Tax, Income, Cash statements
- Long-term Financial Planning and Growth
- Financial Ratios

Valuation of Future Cash Flows

- The Time Value of Money
- Discounted Cash Flow Valuation
- Annuities, Perpetuities, the EAR
- Loan Types & Applications

Capital Budgeting (Investment Criteria)

- Net Present Value, Payback period
- IRR, PI,

Short-term Financial Planning and Management

- Short-term Finance and Planning
- Cash and Liquidity Management

Factual information			
Module title	BUS 241 INTERNATIONAL BUSINESS LAW	**Level**	4
Module tutor	Dr. Zoi Giannopoulou	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			

This module has been designed to address the specific needs and interests of students, engaged in the study of business and commercial transactions in the international environment.

Aims of the module

The aim of the module is to introduce students to business law in the international environment.

Indicative content

The module will cover the following topics:

1. The Legal Environment of International Business: a) Introduction to International Business, b) International Law and Comparative Legal Systems, c) Dispute Resolution in the Global Marketplace,
2. Incorporation of Business: a) Forms of Businesses, b) Partnerships, c) Corporations,
3. Contract Law: a) Formation of Contracts, b) Performance and Breach of Contracts,
4. The Sale of Goods Contract,
5. International Sales Contracts,
6. Intellectual Property Law,
7. Comparative Labor and Employment Law.

Factual information

Module title	COMPUTER SCIENCE 201 – Database Management Systems	**Level**	4
Module tutor	Dr. Kyriaki Mengoudi	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module examines the ontology and organizational principles of business transactions and develops skills for data processing with spreadsheets and office database applications.

Business transactions from the entire business life cycle are presented along with suitable processing techniques. Examples are drawn from sales, purchases, transportation, fixed assets and depreciation, loans, taxation, income statements and balance sheets.

The Relational Data Model is introduced along with the techniques for interrelating business data tables in the different media. Emphasis is given in data design and reporting. Data processing topics include: rounding, text, date and time, financial functions, subtotaling, data analysis, logistics and planning. Focus is on Business Planning and topics are drawn from Microeconomics, Finance, Marketing, Managerial and Financial Accounting.

Aims of the module

The module aims at presenting the basic principles of data organization as applied in Relational Databases. It further aims at providing the necessary techniques for management and processing of the data with spreadsheets and personal database tools.

Indicative content

1. Tables of heterogeneous data types
2. Operations with tables
3. Computed fields - single row functions
4. Sorting and Grouping
5. One dimensional aggregations
6. Two dimensional aggregations
7. Tabular and hierarchical reporting of multi-dimensional data

Factual information			
Module title	Marketing 200 Public Relations	**Level**	5
Module tutor	Staff – PhD in Marketing	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module will describe the basic concepts and theories underpinning PR and how it functions in business, as well as nonprofit organizations. This module is a required business elective and it is linked to the Introduction to Marketing module.

Aims of the module

The module introduces students to the theories and techniques involved in planning and carrying out appropriate programs to influence public opinion and behavior. To enable students to understand the practices of public relations, including non-for-profit organizations, the media and commercial sectors.

Indicative content

PR Roles and specialties: Organizational role, basic principles, functions.

Trends in PR: Cultural influences and Technology impact on strategy and tactics

Research: Planning, Processes and Techniques: Informal and Formal research, Problem solving

Publics and public opinion: Publics, Issues and the role of the PR practitioner

Theoretical underpinnings for PR: Organizational theory, communication theories, persuasion and change

PR ethics and responsibilities

Communication channels and Media: Choosing the media, the message

Tactics and techniques: Publicity through the Mass media, Publications

Rationale for the module and its links with other modules
Crisis and credibility: Anticipating, Dealing with a crisis and Recovery.

Factual information			
Module title	STAT 205 – Introduction to Statistics	**Level**	4
Module tutor	Dr. Kyriaki Mengoudi	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules
The module assumes at least elementary college algebra knowledge. It is a practical as well as conceptual module, which provides important training and skills useful in the professional as well as academic domain.

Aims of the module
This module is an introduction to descriptive and inferential statistical methods. This introductory module covers the concepts and techniques concerning exploratory data analysis, frequency distributions, correlation, central tendency and variation, probability, sampling distribution and statistical inference. Students will be exposed to these topics and how each applies to and can be used in the business environment. Students will master problem solving using both manual computations and statistical software. Simulations and animations are employed in teaching and the students learn the value of random simulation in risk assessment. The module aims at the following: • Give the student the statistical skills necessary to meet the needs of business and the real-world decision-making problems • Effectively communicate the results of a statistical analysis both orally and in writing. Provide fundamental statistical knowledge and skills required for a higher-level module in related fields.

Indicative content
Data and Statistics Descriptive Statistics Descriptive Statistics: Numerical Measures Probability Discrete Probability Distributions Continuous Probability Distributions Sampling Distributions Interval Estimation Hypothesis Testing Linear Regression

Factual information			
Module title	Research 299 Business Research Methods	**Level**	5
Module tutor	Dr Konstantinos Rotsios	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	180

Rationale for the module and its links with other modules

The module introduces students to a diversity of research techniques and trains them in experiencing the research process that involves identifying, discussing and formulating research problems, selecting and applying appropriate research approaches and methods of inquiry (both qualitative and quantitative), collecting, analyzing, interpreting and reporting data, for the purpose of solving problems in the business environment. The students will become acquainted with the concept of research and its interplay between the business context and thesis work. The students will understand how to plan research work, develop a research proposal and finally undertake a research project. The module requires an active participation, independent study, an interest to start writing by following a certain methodology, and a high motivation for reading scholarly papers and relevant business information.

Aims of the module

The students will apprehend the main research strategies in social sciences, learn how to use theory, construct a literature review, articulate a selected problem driven and justified from the literature, select a sample and utilize different methods for collecting, analyzing, and interpreting research data. Learning outcomes include the following:

- Understand the main principles of research
- Develop an ability to evaluate secondary research documents and reports
- Apprehend the principles of qualitative and quantitative research methods
- Develop analytical and critical thinking skills that will be implemented in the students' research project
- Exercise writing skills and argumentation
- Develop communication skills

Indicative content

- The basics of business and academic research
- The Business Research process
- Forming the Research Proposal
- Literature Review
- Use of Theory
- Ethical Considerations
- Secondary and primary data
- Qualitative and quantitative research
- Sampling

<u>Proposal Submission</u>

- Evaluation of proposals
- Statistical Background
- Data mining and data handling
- Writing the final paper
- Main analysis, conclusions and further research

<u>Presentations and final paper submission</u>

Factual information			
Module title	Marketing 214 Advertising	**Level**	5
Module tutor	Dr. Eirini Tsichla	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

Perhaps the most visible and mass-influencing communication tools within the promotion mix, advertising is both an art and a science. In order make an impact, advertising should be developed within a strategic context and must make informed decisions on the implementation of the creative idea (message, tactics, visuals, text and media). This module provides students with the theoretical foundation to help them develop a critical awareness of advertising's role in the contemporary world. Moreover, the module builds the knowledge needed to use advertising as a promotional tool from both the company's as well as the advertising agency's perspective.

Aims of the module

The main purpose of the module is to equip students with a thorough understanding of the concepts and techniques used in contemporary advertising in order to successfully implement them in professional practice. Through the use of multiple examples and case studies from the real world, students will be challenged to apply critical thinking, evaluate advertising effectiveness and identify good practices. The module will address issues such as setting advertising goals, setting the advertising budget, cooperation between the company and the advertising agency, creative strategy implementation and media planning.

Indicative content

- The World of Advertising
- The History of Advertising
- Integrated Marketing Communications
- Types of Advertising
- The structure of the Advertising and Promotion Industry
- Determining the advertising budget
- Setting advertising goals
- Creative idea implementation
- Types of advertising appeals
- Ad outline and display
- Designing the advertising text
- Media planning
- Online advertising
- Ethical and regulatory issues of Advertising

Level 6

Factual information			
Module title	Management 322 Business Strategy I	**Level**	6

Module tutor	Dr. Nikolaos Hourvouliades	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The module provides an overview of the concepts and theories that are used in understanding the strategic management process. It critically analyses studies in the field of strategy and suggests the strategic management model. It also recommends the strategic audit as the key approach to the systematic analysis of complex organization-wide issues.			

Aims of the module
The aim of this module is to enable students understand how an organization functions as an entity, in all areas of business, how it interacts with its environment and what must management do to ensure a long-term and successful organizational performance
Indicative content
Business environment Corporate Social responsibility Business ethics Industry analysis SWOT analysis Organizational structure, intelligence, social responsibility Strategy formulation and implementation to other phases of management. Financial analysis Case analysis applying the strategic audit

Factual information			
Module title	MKTG 324 e-Marketing	**Level**	6
Module tutor	Staff – PhD in Marketing	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150
Rationale for the module and its links with other modules			
The cultural and technological changes that internet has brought to the possibilities for exchanges with the consumer has created not only a whole new set of ways of communication			

but also of product delivery, product creation, marketing research and group behaviour. These new capabilities and their consequences are the scope of this module.

Aims of the module

The module will introduce to the student all the key-practices a current marketer or executive needs to know to cope with the needs of e-marketing and e-business in small- or large-scale projects. The module will integrate the needs and parameters of physical space marketing with the ones of the digital environment.

Indicative content

intro to e-marketing

- e-mail marketing
- on-line advertising
- affiliate marketing
- search engine marketing & optimization
- ppc advertising
- social media
- social media as a tool for small business
- viral marketing
- on line reputation management and web pr
- web site design and development
- on-line copyrighting
- web analytics and optimization
- m-marketing
- crm
- market research
- e-strategy-adjusting campaigns to small business needs

Factual information

Module title	MARKETING 330 CONSUMER BEHAVIOUR	**Level**	6
Module tutor	Dr. Eirini Tsichla	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The marketing discipline and marketing activity is in theory and in practice should be customer centric and that means consumer centric. The marketing process and theory start with the consumer and end with the consumer. It starts with identifying needs all the way to post purchase satisfaction and loyalty. The purpose of this module is to complement the marketing process with the understanding of how a consumer decides and behaves.

Aims of the module

An analysis of consumer behavior, this module introduces students to the processes that consumers employ in order to select, purchase, use, evaluate, and dispose of products and services that will satisfy their needs.

The module will also provide students with an understanding of the influences (external and internal) that determine consumer behavior. And, since consumers vary in the ways that they consume products and services, the module will demonstrate in various ways how and why the analysis of consumer behavior is critical to the field of marketing.

Indicative content

The social and market environment, The role of consumption in society

- Perception in consumer behavior
- The role of self-image in consumption
- Values and motivation
- Lifestyle
- Memory and learning
- Consumer attitude formation
- The cognitive and affective dimensions
- Individual decision making
- Household and group decision making
- Group influence and opinion leadership
- Culture and subculture
- Cultural change process and new consumers
- Group behaviour

Factual information

Module title	MNGT 312 Operations Management	**Level**	6
Module tutor	Dr. Dimitris Hatjidis	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module seeks to develop students' understanding of the fundamental role of operations management in both services and manufacturing. Students are exposed to concepts, problems and analysis related to the strategy, design, planning, and improvement of manufacturing and service operations. The module serves to link operational issues to managerial strategy issues and provides key input for students to undertake their final capstone project

Aims of the module

This module will cover the following thematic areas: new corporate trends, corporate strategies, product design, process management, principles of quality management, inventory management and total corporate planning using the MRP-ERP framework, management of supply chains. The module will also introduce a set of quantitative and analytical tools that can be used in almost any context, including project management, decision trees and process analysis

Indicative content

Intro: The transition from the 2nd to the 3rd industrial revolution and key corporate trends
Corporate competitive strategies and global corporate strategies
Principles and methods used for Product Design
Case studies in Product Design and decision Tree analysis
Process management in goods & service
Case studies in process management
Project Management
Lab sessions on Project Management
Quality management and TQM models
Case studies in quality management and TQM tools
Principles for the management of supply chains
Case studies and tools for supply chain management
Supply chain management for e*business
Inventory management & inventory optimization models
The MRP-ERP framework for total corporate planning

Factual information			
Module title	Marketing 301 Entrepeurial Corporate Marketing Strategy	**Level**	6
Module tutor	Dr. Eirini Tsichla	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The module offers an in-depth examination and analysis of the basic marketing principles. A considerable effort is made to provide students with the elements of advanced marketing thinking in structuring innovative marketing strategies for various corporations. Students are prepared to work in the competitive and dynamic field of marketing and implement planning and execution skills within a rapidly changing environment. It is an upper level required marketing module.

Aims of the module

The module seeks to develop students' understanding of the fundamental role of Marketing in modern organizations and to comprehend the type of managerial decisions that need to be taken in order to help a company succeed in the marketplace. The module aims to develop the business acumen of students and enhance marketing confidence through knowledge and experience with real business cases and marketing simulation. Also, the module emphasizes the central role of branding in strategy formulation and addresses contemporary tactics including experiential branding, brand advocacy, brand activism, and fostering brand communities.

Indicative content

Marketing strategy in today's business environment
Global, ethical and sustainable marketing
Elements of marketing strategy, planning and competition
Understanding consumer and business markets
Segmentation, target marketing and positioning
Developing the value offering

Brand building,
Organizational branding
Brand identity over time
Managing the marketing mix

Factual information			
Module title	MARKETING 320 MARKETING RESEARCH	**Level**	6
Module tutor	Eirini Tsichla	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

The need for relevant accurate and timely information is at the core of marketing activity and primarily for strategy development. Marketing research module links all theoretical components of marketing to relevant data derived information. The meaningful and effective implementation of Marketing Theory is realized primarily in combination with effective Marketing Research implementation.

Aims of the module

To introduce the students to the needs of information regarding the marketing environment and the ways to investigate and learn how to provide qualitative and quantitative information through marketing research as to cover them. Also, to familiarize students with the marketing research tools and the use of the most appropriate as to meet research objectives in a valid and reliable way. To allow students to conduct and evaluate research projects.

Indicative content

A Mktg dec. making & MR
The research process
Sources & types of information
Literature revew
Reliability &Validity
Measurement methods & scales

Questionnaire development
Qualitative research & observation
Research designs
Causal designs
Sampling
Midterm exam
Sampling & coding
How to do research on your own
Data analysis
Descriptive statistics
Statistical testing

How to write a communicative report
Communicating findings and limitations

Factual information			
Module title	MKT318 Global Marketing	**Level**	6
Module tutor	Dr. Konstantinos Rotsios	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	150

Rationale for the module and its links with other modules

This module addresses marketing management problems, techniques and strategies needed to incorporate the marketing concept into today's global economy. More specifically, this fourth-year module, provides students with the relevant knowledge to analyse and explain the international business environment and to develop suitable marketing strategies for companies that seek to expand their business in foreign markets. It is a required module for the concentration of Marketing and International Business and an elective for the rest of the concentrations.

Aims of the module

The module seeks to expand the knowledge of students in analyzing the international marketing environment by explaining thoroughly the key factors that affect it. Furthermore, marketing principles and strategies are applied under a global perspective, by focusing on the similarities and acknowledging the differences of the international markets

Indicative content

Analysis of external environments (economic-cultural-social-political-legal). Rationale for global expansion, where and how. Country markets selection process. Entry methods. Global competition and developed vs emerging countries. Global product, distribution, pricing and promotion strategies.

Indicative Weekly Content

1. The global marketing environment. From domestic marketing to international and global marketing

2. Global economy and trade liberalization. The balance of payments, the foreign currency market and macroeconomic indicators.

3. Cultural and social forces. The parameters that constitute cultural environment: language, religion, family, education, perceptions towards time, work & leisure etc. The Hoffstede classification.

4. Political & legal forces. Rationale and potential actions of host countries governments. Home market pressure groups. Political risk assessment and protection.

5. Global markets and buyers – the consumer, the business and the government markets. Factors that affect their buying behavior

6. Global competitors: global vs global or global vs. local, - competition in developed & developing countries- country of origin effect

7. Global market Participation- reasons for going global- evaluating and country selection process. Screening process

8. Global market entry strategies – Exporting, licensing, franchising & Foreign Production- Ownership strategies: Joint Ventures and strategic alliances

9. Global Product strategies- rationale for product standardization vs adaptation- forces and types of product adaptations PLC and global product.

10. Branding Decisions. The global brand name process, groups of global customers

11. Pricing for Global markets – standardization or adaptation-Internal, Market, Environmental factors that affect pricing– Managerial issues: managing price escalations, transfer prices.

12. Managing Global distribution channels –foreign channel members- identifying, designing & managing global distribution channels

13. Global Promotion Strategies: pull vs push- personal selling- sales promotion-public relations. Standardization vs Adaptation. Global advertising: global vs local advertising campaigns- media strategy

Factual information			
Module title	Management 323 Business Strategy II (Final Thesis)	**Level**	6
Module tutor	Dr. Nikolas Hourvouliades	**Credit value**	15
Module type	Face to face Lecture/guided discussion	**Notional learning hours**	180

Rationale for the module and its links with other modules

The rationale of this module is to synthesize the knowledge and skills developed in previous business modules and apply them to a business plan. Students will be required to set and meet aggressive goals and meet regularly with module coordinators to ensure their research project (business plan) is progressing in a focused and high-quality manner. The business plan should prove the student's independent ability to investigate and develop a business opportunity.

Aims of the module

This business plan will develop an original business idea or the future evolution of an existing company and will comprise of three key thematic areas:

The organizational plan that will study the business environment and derive a corporate strategy and provide an analysis of corporate operations and organizational plan achieving a consistent strategic fit.

The Marketing Plan in which the student describes and analyzes potential customers, namely who and where they are, what will make them buy, etc. Here, the student also describes the competition and how they'll compete

The Financial Plan containing the student's financial projections, which include their balance sheet, income and cash flow statement, break-even analysis, and financial ratios and capital requirements.

Indicative content
Executive Summary Introductory Section Organizational Plan Marketing Plan Financial Plan Supporting Material (references, data sources, maps etc)

ACADEMIC ADVISING AND MENTORING THE LEARNING HUB

During the first 2 weeks of classes, students will be assigned the faculty member who will be their Academic Advisor for their first year at AAU and, in most cases, until graduation. The Academic Advisor helps students to plan their overall programme of studies, as well as to select modules each semester. Advisors also provide information about AAU academic and support services, assist students in addressing problems in particular modules within a given semester, and offer ongoing advice concerning the students' long-term academic and career goals.

Students with weak English language competency, as well as those on academic probation with a low GPA (less than 1.5), are assigned faculty mentors who follow the students' progress throughout the semester by meeting frequently with the students, follow their progress in classwork by maintaining a line of communication with the students' instructors and by compiling reports on the students' progress.

THE LEARNING HUB

AAU's Learning Hub is located on the upper floor of the Library. Students are invited to meet with the tutors and receive assistance with writing projects as well as their Mathematics and science needs.

CAREER SERVICES AND GUIDANCE

The Career Office equips students with the tools and know-how to successfully kickstart their careers. Specifically, we provide hands-on training on interviewing, resume & cover letter writing. The above are subsidized by guest lectures, which help students get an insight in their field of interest, and company visits, which give students the opportunity to meet company representatives and conduct informational interviews. The office also provides individual consultations in any career related issue, including job search tactics, career planning, resume preparation and mock interviews. Apart from this preparation stage, the career office offers internship and job opportunities, both in Greece and abroad, accessible to all students via the Career Office's job board (jobs.act.edu).

In addition, the Career Office also organizes the annual Career Week, a week-long event with lectures, company presentations, on-campus recruiting, networking opportunities and hands-on workshops.

The Office also serves as Liaison with the Business Community, and works actively with Industry and Academia to identify placement opportunities and keep students informed of local and regional trends. Leading representatives from the private and public sectors visit AAU regularly as guest speakers in classes and events, reinforcing AAU's strong ties with companies, institutions and organizations throughout the local, national and international business environment.

INTERNSHIPS

The Career Office gives special emphasis to students' internships, both with local and international organizations. Every semester there is a visiting program with local organizations with internship opportunities, all relevant to the academic programmes and focusing on enhancing in-class learning. Apart from the on-campus recruiting, we coordinate a series of internship opportunities with organizations located in other cities or even abroad, either with on-site placement or remote work. The school's Job Board and Facebook Career Group help disseminate the internship opportunities, while the Career Workshops (resume writing, cover letter preparation, and mock interviews) prepare students for claiming those opportunities.

WORK PLACEMENT INFORMATION

The programme does not require students to undertake a compulsory work placement but there is the option of internship, if they wish to do so.

Through the service learning/practicum module which is comprised of a combination of theoretical sessions and real-life case study projects, students will be able to make visible connections between community service, their own learning, personal and professional development and citizenship skills, values and practices.

A number of opportunities for personal development are available to Business majors on demand and on a voluntary basis within the program, ranging from opportunities for joining extracurricular activities and clubs on campus, serving on the Student Government Association, engaging in Service Learning, acquiring information literacy and CV writing skills to building professional expertise through a term's Internship training in their senior year, thus enhancing self-reflection, PR and communication skills, personal and professional responsibility, learning how to meet deadlines and working with others, etc.

In addition, through AAU's Careers Office, targeted Business-specific workshops, company visits and presentations further enhance opportunities for personal development. Short term internships have also been introduced. Here are some concrete examples:

- Communications & copywriting internship opportunities
- Resume, cover letter and interview workshops
- Private consultations for preparing individual students' resumes & cover letters.
- Mock interviews - private advising on interviewing
- Job board, which renews weekly and includes - among others - internship and entry-level opportunities in the field of communication.
- Guest lectures of professionals in the field (media, teaching, etc.)

6. FACILITIES AND SERVICES

BISSELL LIBRARY - GENERAL INFORMATION

The Bissell Library offers a collection of about 26,400 books in print, over 126,000 of electronic books and hundreds of videos, DVDs, and CD-ROMS. Already one of the largest English language libraries in Greece, its collection is rapidly growing into a space designed to accommodate the institution's needs for years to come. The collection includes subscriptions to periodicals in hard copy as well as access to over 42,000 full-text scholarly journals, magazines, and newspapers.

The Bissell Library offers, to currently enrolled students, on site and remote access to over 20 research databases to support inquiry and research. Business databases include Ebsco's Business Source Elite, Regional Business News, Hoover's, and ProQuest ABI Inform Global. Databases for research include: Academic Search Premier, E-books collection, Encyclopaedia Britannica, ERIC, GreenFILE, Columbia International Affairs Online (CIAO), JSTOR, Oxford English Dictionary and Oxford Music Online. We also subscribe to the Ebsco A-Z service, providing listing of all the electronic resources accessible from the library.

In order to maximize the value of our collections and increase the ease of their use, a new service has been introduced. EBSCO Discovery Service TM brings together the most comprehensive content providing to users an easy, yet powerful means of accessing all of the library's information resources through a single search.

The Bissell Library shares an integrated library management system with the Socrates Eleftheriades and Olga Mavrophidou-Eleftheriades Library of Anatolia College. Access to both collections is available through the web-based library catalog. Library users can search the catalog, databases or the Internet through public access terminals available on both floors of the library. Network ports are available for laptops and the entire building is Wi-Fi enabled.

COMPUTING SERVICES & NETWORKING FACILITIES

AAU has state of the art computer infrastructure and facilities. All computer facilities are connected to a high-speed campus network, which is based on fiber optic cables connecting all buildings. In addition, a large high-speed wireless network access (WI-FI) covers large areas of the campus giving students the ability to use the school's resources or access the internet on their laptop.

Many high-speed servers are present in the network infrastructure, along with Intel® Core™ latest technology workstations, connected to the Internet, available to students in multiple laboratories.

The laboratories are used both as general access and instructional computer labs. They are equipped with data projectors and black and white or color laser printers. All stations are networked with full Internet Access and run the latest software such as MS office, Oracle, Power-builder, Visible Analyst, Java, Visual Basic, 3-D Max, Adobe Photoshop, Adobe CS Production Studio Premium, Macromedia Studio, Macromedia Authorware, PanaView Image Assembler, Mathematica Player, Minitab, MathCad, Daedalus, etc.

SCIENCE LABORATORIES

All science modules are accompanied by laboratory work. The purpose of the laboratories offered is to expose students to hands-on experience regarding concepts and principles learned in classroom. The university's Science Facilities are located in the Constantinidis Hall basement. The facilities include three laboratories (Biology/Ecology, Physics, and Chemistry).

FOOD SERVICES

The AAU Cafe, rented on a contract to a professional food service provider, is also located in the New Building (AAU main classroom building) and operates weekdays from 10:00 - 18:30 (Fall – Spring semesters) and

11:00 - 14:00 (Summer term—hours flexible) when classes are in session. The cafe offers an assortment of cold and hot sandwiches, coffee, salads and beverages.

HOUSING

On-campus housing is available on a first come, first served basis and priority is always given to freshmen. Apartments are all shared and have both single and double rooms, common area, kitchen and bathroom. They are fully furnished and on-campus students have free access to internet, the gym, and also to basketball, football and tennis courts. There is an on-campus dining room where students can have warm meals and the Bissell library is in close proximity to the housing. All interested students must complete a Housing Application in order to be considered for on-campus housing.

The Student Services Coordinator will assist students in locating off-campus housing in local residential areas. A list of trusted real estate agencies and property owners who speak English will be made available for interested students. AAU does not have any official relationship with housing agencies and does not endorse any specific agency. With all off-campus housing, students are responsible for personally contracting with the landlord but AAU will provide guidance and assistance. Regular announcements about available flats around the city are made on the AAU housing Facebook group. Students can also refer to this Facebook group in order to find roommates or shared housing.

14. DETERMINATION OF RESULTS

MINIMUM REQUIREMENTS FOR PASS

To obtain an Open University award student are required to complete all parts of the programme's approved assessment and comply with all regulations relating to their programme of study.

The minimum aggregate pass marks for The Open University validated awards are:

- 40% as an average for undergraduate modules
- Each assessment has to be graded above 25%

These minima apply to assessments, modules, stages and qualifications.

DETERMINING MODULE OUTCOMES

A student who passes a module shall be awarded the credit for that module. The amount of credit for each module shall be set out in the programme specification and published in the Programme Handbook.

In order to pass a module a student must achieve the requirement of the module as set out in the module specification and published in the Programme Handbook.

Where a student is registered only for a module (rather than a qualification) the resit will apply.

BACHELOR HONOURS DEGREE CLASSIFICATION

Classification of bachelor degrees will be based on the average mark across all modules within Stage 3 (usually Credit Level 6) and Stage 2 (usually Credit Level 5) at a ratio of 2:1 respectively unless the requirements of a Professional, Statutory and Regulatory Body (PSRB) state otherwise.

Honours degrees are classified as:

- First class Aggregate mark of 70% or above
- Upper Second class Aggregate mark between 60% and 69%
- Lower Second class Aggregate mark between 50% and 59%
- Third class Aggregate mark between 40% and 49%

Where students have directly entered a Qualification Level 6 top-up award (e.g. having previously undertaken a Higher National Diploma (HND) or Foundation Degree (FD) award) the calculation for the honours classification will be based solely on all credits at Credit Level 6.

Performance in work for which an award of credit for prior learning has been made is not taken into account in the calculation of the final award.

Where the final result of the classification calculation creates a mark of 0.5% or greater this will be rounded up to the next full percentage point (e.g. 69.5% is rounded to 70; 59.5% to 60%; and so on). Where the calculation creates a mark below 0.5% this will be rounded down to the next full percentage point (e.g. 69.4% is rounded to 69%; 59.4% to 59%; and so on). For the purposes of rounding up or down, only the first decimal place is used.

15. ASSESSMENT AND PROGRESSION REGULATIONS

SUBMISSION OF ASSESSED WORK

Work submitted for a summative assessment component cannot be amended after submission, or re submitted.

Student requests for extensions to assessment deadlines will not be approved unless made in accordance with published partner institution guidelines as approved by The Open University.

Where modulework is submitted late and there are no accepted extenuating circumstances it will be penalized in line with the following tariff:

Submission within 6 working days: a 10% reduction for each working day late down to the 40% pass mark and no further.

Submission that is late by 7 or more working days: submission refused, mark of 0. A working day is defined by the partner and submission after the deadline will be assumed to be the next working day.

ASSESSMENT SCORES

All undergraduate assessment will be marked on a percentage scale of 0-100.

% Scale Score	Performance Standard
70+	Excellent pass
60-69	Very Good pass
50-59	Good Pass
40-49	Pass
0-39	Fail

The final grade for an individual assessment component will be determined after completion of a quality assurance process (e.g. moderation, remarking) as detailed in the partner institution's OU approved policy for moderation.

Where the result of the assessment calculation creates a mark of 0.5% or greater this will be rounded up to the next full percentage point (e.g. 69.5% is rounded to 70; 59.5% to 60%; and so on). Where the calculation creates a mark below 0.5% this will be rounded down to the next full percentage point (e.g. 69.4% is rounded to 69%; 59.4% to 59%; and so on). For the purposes of rounding up or down, only the first decimal place is used.

DETERMINING PROGRESSION AND QUALIFICATION OUTCOMES

The paths through which students are required to progress through the programme, and the elements identified as compulsory or optional, are set out in the programme specification and approved in the validation process.

Pathways through any programmes offered by partner institutions may require students to complete prerequisite or co-requisite modules.

Every assessment in every module has an associated threshold value (mark), which is set to 25 for all assessments. Students would need to achieve this minimum value (mark) in order to ensure that they have made a genuine attempt at each and every assessment.

In order to pass a module, the student has to:

1. Achieve a mark that is above threshold (25) in all assessments.

2. Have an overall weighted average in the module that is 40 or higher. In the case that the student fails to accomplish one of the above, they will need to re-sit the failed component and the re-sit results will be capped at 40 as per the current regulations.

Based on this for a piece of assessment, the student can:

1. 'Pass' the assessment: score 40 or better

2. 'Make a genuine attempt' at the assessment: score between 25 and 39

3. 'Fail' the assessment: score 24 or less

Cases 1 & 3 follow the current rules – pass and re-sit respectively. In case 2, if the student has an overall module average of 40 or better, they are seen to have met the associated learning outcomes of the module collectively to pass the module and do not have to re-sit the assessment.

All the above do not hold for the final Thesis – Management 323 module.

STAGE REQUIREMENTS

Each of the stages of an undergraduate programme is expected to consist of a total of 120 credits.

In cases where Programmes are not divided into stages (for example, most postgraduate programmes and undergraduate programmes of 120 credits or less) the provisions below apply to the whole programme.

In order to complete and pass a stage of a programme, a student must acquire the total credit set out in the programme specification at the approved qualification level for the award, or have been exempted through advanced standing, or through the implementation of the processes covering extenuating circumstances (see Section F).

The credit value of each module contributing to a stage determines its weighting in the aggregation of credit for a stage.

Where a student fails a module, the following may apply in the first instance:

- Resit, a second attempt at an assessment component following a failure at first attempt.

RESIT PROVISION

Resit provision is subject to all the following conditions:

- The maximum number of retakes allowed in a programme leading to an Open University award is 10.
- A student who does not complete the resit by the date specified shall not progress on the programme, except in cases where the process for allowing extenuating circumstances has been followed.
- Resits can only take place after the meeting of the Board of Examiners or following agreement by the Chair and the External Examiner of the Board.

- A student who successfully completes any required resits within a module shall be awarded the credit for the module and the result capped at the minimum pass mark for the module.
- Enhancement Modules do not have a resit opportunity. In case of a failing mark, the student will need to retake the module.

OPTIONS FOR THE REPEAT OF STUDY

If, having exhausted all permitted resit and compensation opportunities, a student is still unable to pass, the Board of Examiners may, at its discretion, permit one of the following repeat options:

Partial repeat as fully registered student:

- The student is not permitted to progress to the next stage of the programme but must repeat the failed modules and/or components in full during the following academic year,
- The student has full access to all facilities and support for the modules and/or components being repeated,
- The marks that can be achieved for the modules and/or components being repeated will be capped at the module and/or component pass marks,
- The student retains the marks for the modules and/or components already passed,
- No further resit opportunities are permitted.

Partial repeat for assessment only:

- That access to facilities and support will be limited to certain learning resources for the module(s) and/or component(s) being repeated. Participation will only be allowed for relevant revision sessions and assessments.

Full repeat:

- This is only permitted where the student has extenuating circumstances;
- The student does not progress to the next stage of the programme but instead repeats all the modules in the current stage during the following academic year,
- The student has full access to all facilities and support,
- The marks that can be achieved are not capped, and the student is normally entitled to the resit opportunities available. However, a student is not able to carry forward any credit from previous attempts at the stage.

Where resit, compensation and repeat opportunities have been exhausted, a Board of Examiners may recommend a student for an exit award as defined in Section 20 below.

Exam Boards will look at individual cases where stages have not been completed and advise on progression.

16. DISSERTATIONS AND PROJECTS

HOW THE BISSELL LIBRARY SUPPORTS STUDENTS WITH THEIR THESES

The Bissell library in its effort to complement and facilitate the educational process and the curriculum, always strives to provide the best services possible safeguarding that all students across all Schoolss receive the same learning experience and support, as well as fair access to all available resources and services. More specifically, when it comes to the writing up stage of their theses, the Bissell Library provides the following Resources and Support Services.

Resources :

- A collection of thesis writing books, academic writing and general study skills, for example how to evaluate resources, or how to study more effectively can come very handy at the literature review stage.
- Subject guides provide a thematic information gateway of trustworthy information resources (e-journals, databases, etc) to assist students in their quest for information gathering for their theses.
- Guides have been composed to assist students with the OU Harvard referencing style (available on the library website)
- The Library in conjunction with all academic programmes has streamlined the procedure of gathering all theses so as to develop in the near future an Institutional Repository. In the meantime, students can drop in any time and can have access to study good examples of theses on site.
- Last but not least, a plethora of printed material in a variety of subjects is also available to students.
- The students are able to ask for Interlibrary loans of journal articles not available online. The service is provided by the British Library. Students are also able to suggest books relevant to their research to the library to buy.

Support Services:

- The Learning Hub strives to help students to become strong, independent learners through a variety of services. Consultation is offered on one to one basis on prearranged meetings, or drop in sessions, as well as via e-mail. The Learning Hub also provides a wide variety of targeted information and resources on Study skills, English Language, IT skills, Personal development skills and Science & Technology.
- The allocation of two Academic Liaison Librarians allows for better communication among students, academic staff and the Library. This helps students and academic staff to convey in a more efficient manner their needs to the Library.
- Information Literacy lessons conducted by the Academic Liaison Librarians offer students a reminder of research, evaluation and referencing skills to support them in their project. This come as a continuation of previous Information literacy teaching offered in the previous years of study. These sessions include: techniques on how to locate formal and informal information sources on subjects, evaluation of resources, plagiarism and paraphrasing, and referencing.
- Finally, the Academic Liaison Librarians provide one to one support on how to search, evaluate and locate materials and referencing, either in drop in sessions or after appointments.

17. OTHER INSTITUTIONAL POLICIES AND REGULATIONS

ACADEMIC MISCONDUCT

Academic misconduct is defined as any improper activity or behavior by a student which may give that student, or another student, an unpermitted academic advantage in a summative assessment. In investigating and dealing with cases of suspected misconduct, partner institutions will follow the policies and processes approved at Institutional approval or review.

The following is a non-exhaustive list of examples of academic misconduct which will be considered under these Regulations:

- Plagiarism: representing another person's work or ideas as one's own, for example by failing to follow convention in acknowledging sources, use of quotation marks, etc. This includes the unauthorized use of one student's work by another student and the commissioning, purchase and submission of a piece of work, in part or whole, as the student's own.

Note: Where a student has an acknowledged learning disability, a proof-reader may be used to ensure that the student's meaning is not misunderstood as a result of the quality and standard of writing, unless a partner institution policy specifically prohibits this. Where permitted, a proof-reader may identify spelling and basic grammatical errors. Inaccuracies in academic content should not be corrected nor should the structure of the piece of work be changed.

- Collusion: cooperation in order to gain an unpermitted advantage. This may occur where students have consciously colluded on a piece of work, in part or whole, and passed it off as their own individual efforts or where one student has authorized another to use their work, in part or whole, and to submit it as their own.

Note: legitimate input from tutors or approved readers or scribes is not considered to be collusion.

- Misconduct in examinations (including in-class tests).
- Processes for dealing with Academic misconduct and the penalties

ACADEMIC OFFENCES

An academic offence (or breach of academic integrity) includes any action or behavior likely to confer an unfair advantage, whether by advantaging the alleged offender or by disadvantaging another or others. Examples of such misconduct are plagiarism, collusion, cheating impersonation, use of inadmissible material and disruptive behavior. Responsibility for reviewing breaches of academic integrity is held by the college's Academic Standards and Performance Committee (AS & PC).

Charges against a student for violating academic integrity may originate from any source: a faculty member, an administrator, a staff member, a fellow student, or from the community at large. The charges are to be submitted in writing to the chair of the AS&PC. If a member of the Committee originates the charge, then that member will be excluded from the decision-making process, and any other process related to the case.

On receipt of the allegation of a breach of academic integrity, the Chair of the AS&PC must inform the Chair of the Board of Examiners that is responsible for the assessment of the module(s) that are affected by the alleged offence. The Board should then suspend its decisions on the candidate's grade(s) until the facts have been established.

The AS&PC will either itself investigate the charge or establish from its own membership a panel to conduct the investigation. In establishing whether a breach of academic integrity has occurred, the Committee (or panel) should consider oral and/or written evidence supplied by the individual(s) making the charge and the alleged offender. The alleged offender shall have the right to appear before the Committee (or panel).

Once the AS&PC has considered the allegation and reached a conclusion on whether an offence has occurred, it should issue a report with a recommendation regarding the outcome for the student to the Chair of the relevant Board of Examiners. If it has been established that an offence has occurred, the Board will judge the significance of the misdemeanor and exercise its discretion as appropriate to the case. If it is established that a student has attempted to gain an unfair advantage, the examiners shall be given the authority to rule that the student has failed part or all of the assessments, and the authority to determine whether or not the student should be permitted to be reassessed.

Independently on the assessment decisions made by the Board of Examiners, the AS&PC is empowered to consider a wider range of sanctions that might be applied when a student is found guilty of a breach of academic integrity. The following list of sanctions is indicative and can be imposed by majority vote of the Committee:

- Admonishment Letter (or Letter of Warning): The student is advised in writing that her/his behavior violates rules of academic and/or personal integrity and that a recurrence will lead to sanctions that are

more serious. The Committee will deliberate on whether the letter should or should not appear in the student's file permanently or for a lesser period of time.

- First Offense File: The student's name and a description of the offense is filed in a shared electronic folder, accessible by the Provost, department chairs and area coordinators. Second offenses automatically result in a hearing.
- Disciplinary Probation: The student is advised in writing that his/her behavior violates rules on academic and/or personal integrity and is given a probationary period (to be decided upon by the Committee) to show by good behavior that a more stringent penalty should not be imposed. During the period of the probation, the student is required to terminate association with all extra-curricular activities and resign from any student office.
- Suspension: The student's relationship with the College will be discontinued until the end of the semester or term. The student will forfeit any fees involved with the College.
- Dismissal: The student's relationship with the College will be terminated indefinitely. The right to apply for re-admission shall be denied.

Within five working days of receipt of the decision, either party (plaintiff or student) has the right to make a formal written appeal against the decision of the Committee. The appeal is addressed first to the AS&PC. If the Committee does not deem any change to the decision is warranted subsequent to consideration of the appeal, the appeal may then be brought to the Academic Council, and subsequently to the President whose decision is final.

EXTENUATING CIRCUMSTANCES

The Open University recognizes that students may suffer from a sudden illness, or other serious and unforeseen event or set of circumstances, which adversely affects their ability to complete an assessment, or the results they obtain for an assessment. In such cases the partner institution's extenuating circumstances procedures will be applied, as approved in institutional review.

A student who is prevented from attending or completing a formal assessment component or who feels that their performance would be (or has been) seriously impaired by extenuating circumstances, may submit a deferral request. Further information is available from the partner institution.

MITIGATING CIRCUMSTANCES

The following regulations distinguish between factors or circumstances which were known to the student in advance of taking an assessment and which affect his or her ability to attend an examination or submit work by the published deadline, and those which have not impaired the student's ability to attend for examination or meet a deadline for the submission of work but which may have affected his or her performance. In all cases, it is the responsibility of the student to ensure the timely disclosure of any factors or circumstances which may affect the assessment of his or her learning and responsibility for the consideration of these factors and circumstances will lie with the AS&PC.

Students whose circumstances may affect (or may have affected) their ability to meet a program's assessment requirements must submit a completed Mitigating Circumstances Extension Form together with verifiable documentation to the Registrar's Office. This form can be completed electronically or in person and may, if necessary, be signed retrospectively.

In the case of factors or circumstances which were known to the student in advance of taking an assessment and which affect his or her ability to attend an examination or submit work by the published deadline:

- the AS&PC will consider the evidence submitted by the student;

- if the mitigating circumstances are accepted by the Committee it will determine the extension to be granted to the student or, in the case of examinations, the date on which the student shall be assessed; in such cases the grades will not be capped at 40%.
- the Chair of the Board of Examiners, the Registrar and the appropriate department head/area coordinator will be informed of the Committee's decision.
- The student will have the right to apply for a further extension, or for a rescheduling of an examination, if the mitigating circumstances persist.

In the case of factors or circumstances having prevented a student from attending for examination or meeting a deadline for the submission of work but which may have affected his or her performance:

- the AS&PC will review the evidence submitted by the student and make a recommendation for consideration by the appropriate Board of Examiners;
- the Board of Examiners is responsible for considering that action that it should take in the light of the recommendations of the AS&PC;
- the actions available to the Board of Examiners include: the deferral of an assessment to a later date; compensation for the failure in a module; agreement that the student should either retake the module or be reassessed with the grade achieved being recorded in the student's transcript and therefore contributing to the classification of the award; and, exceptionally a decision that the student be assigned a higher grade for the module or modules on which his or her performance has been affected.

Students are responsible for ensuring that the partner institution is notified of any extenuating circumstances at the time they occur and for supplying supporting documentation by the published deadline.

If a student is unable to attend an examination or other assessment event because of extenuating circumstances, they must inform the Partner institution as soon as possible and provide supporting evidence before published deadlines or within 7 calendar days, whichever is sooner. If a student cannot submit evidence by published deadlines, they must submit details of the extenuating circumstances with an indication that evidence will be submitted within 7 calendar days.

Medical evidence submitted in support of a claim for extenuating circumstances should be provided by a qualified medical practitioner.

The partner institution will verify the authenticity of any evidence submitted.

Upon receipt of recommendations from the panel or body responsible for investigating extenuating circumstances, the Board of Examiners, or its subsidiary board, will decide whether to:

- provide a student with the opportunity to take the affected assessment(s) as if for the first time i.e. a 'sit' or 'submit', allowing them to be given the full marks achieved for the examination or assessment, rather than imposing a cap;
- waive late submission penalties;
- determine that there is sufficient evidence of the achievement of the intended learning outcomes from other pieces of assessment in the module(s) for an overall mark to be derived;
- note the accepted extenuation for the module(s) and recommend that it is taken into account at the point of award and classification.

The Board of Examiners, depending on the circumstances, may exercise discretion in deciding on the particular form any reassessment should take. Options are a viva voce examination, additional assessment tasks designed to show whether the student has satisfied the programme learning outcomes, review of previous work, or normal assessment at the next available opportunity. The student will not be put in a

position of unfair advantage or disadvantage: the aim will be to enable the student to be assessed on equal terms with their cohort.

The module marks released following the meeting of the Board of Examiners should clearly identify results where extenuation has been considered and applied.

If a student fails, without good cause, to provide the responsible body with information about extenuating circumstances within the timescales specified in the partner institution policy, the responsible body has authority to reject the request on those grounds.

18. STUDENT PARTICIPATION AND EVALUATION

STUDENT PARTICIPATION

AAU has an active Student Government Association (SGA), whose main goals are:

A. To provide the means and "voice" whereby members of the student body may express themselves effectively in the development and maintenance of the College programs which affect their intellectual, physical, social, economic, and spiritual welfare.

B. To assist in the coordination of activities and services for the benefit of the student body and the entire College.

C. To promote better understanding and cooperation between students, faculty, administration, and any individuals and organizations involved with ACT.

D. To demonstrate a behavior characteristic of good citizenship, scholarship, leadership, service, and human values

A member of the Student Government Association (SGA) must be present at all meetings of the Academic Standards and Performance Committee (ASPC) of the college, and participate in the discussions and voting for all cases examined. Furthermore, there are scheduled weekly meetings between the Assistant Dean and the SGA, where students present their views on the operation and development of the College In addition, AAUregularly invites students to Academic Council meetings, where they can express their views and opinions to the top-level administration. The SGA is also involved in co-organizing major on-campus events.

MODULE EVALUATION

Module evaluation is conducted through the student evaluation forms. These forms measure the teaching quality and assessment methods, learning materials, delivery methods, module objectives, thought-provoking activities, comprehension of the subject matter, grading, degree of intellectual challenge and stimulation and draw comparisons with other modules.

The collection of student feedback is made at the office of the Assistant Dean, who has the general overview of the procedure. Then, modules are classified according to the programme they belong, and the feedback is sent to the corresponding department head. The results are also forwarded to the individual instructors. The outcomes of module evaluations are discussed between the Assistant Dean and the department heads, and in the departmental meetings of all schools. In all these meetings, measures that need to be taken to improve student experience in future offerings of the modules are discussed. Furthermore, the Chair of the Business School discusses in private with each instructor their individual student evaluations in order to share experience and improve the level of teaching.