

Doc. 300.1.2

Date: 20 July, 2022

Higher Education Institution's Response

- Higher Education Institution: **The Philips College**

- Town: **Nicosia**

- Programme of study
Name (Duration, ECTS, Cycle)

In Greek:

Programme Name

In English:

**Diploma Business Studies (2 Years, 120 ECTS,
Diploma)**

- Language(s) of instruction: **English**

- Programme's status: **New**

- Concentrations (if any):

In Greek: Concentrations

In English: Concentrations



The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws” of 2015 to 2021 [\[L.136\(I\)/2015 – L.132\(I\)/2021\]](#).

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1 or 300.1.1/1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area. The answers' documentation should be brief and accurate and supported by the relevant documentation. Referral to annexes should be made only when necessary.*
- *In particular, under each assessment area and by using the 2nd column of each table, the HEI must respond on the following:*
 - *the areas of improvement and recommendations of the EEC*
 - *the conclusions and final remarks noted by the EEC*
- *The institution should respond to the EEC comments, in the designated area next each comment. The comments of the EEC should be copied from the EEC report **without any interference** in the content.*
- *In case of annexes, those should be attached and sent on separate document(s). Each document should be in *.pdf format and named as annex1, annex2, etc.*

1. Study programme and study programme's design and development (ESG 1.1, 1.2, 1.7, 1.8, 1.9)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only
The strategic position of the College in relation to its institutional academic partners needs to be further clarified.	Philips College complies with the law on higher education institutions, the ESG and the criteria and standards of CYQAA. Therefore, strategic and operational decisions and practices involve on an advising basis the following stakeholders: • Faculty and other staff members • Students • The friends of the Philips College • Alumni • Potential employers of graduates • Industry representatives • Trade Unions • Non Governmental Organizations (NGOs), and • Ministry of Education These stakeholders, being members of advisory committees, are consulted on various strategic and operational issues, with emphasis on developing new programs of study and in QA processes on existing programs of study. Final decisions are reached by the College's statutory committees.	Choose an item.

There is evidence that external feedback is used when it comes to shaping programme development. This could be potentially formalised by including industry or policy representatives in the advisory/programme board.	Essential for the program implementation and development is the Quality Assurance process, with self-assessment being its primary component. This process involves all stakeholders such as teaching and administration staff, students, employers, industry and policy representatives, and trade unions. It is important to clarify that industry and policy representatives are among the stakeholders participating in the Philips College Advisory Board.	Choose an item.
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Student – centred learning, teaching and assessment (ESG 1.3)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only
The list of names in Table 3 (p. 33) in the application for evaluation of the diploma does not seem to fully match the names in Annex 3 (p. 21-);	Due to an oversight, Mrs Despo Constantinou, BA, MA was not included in the list of the Special Teaching Staff. Please find attached the corrected relevant document. (ANNEX 001)	Choose an item.
Quality assurance processes could have been applied and demonstrated more systematically, when it came to the development of the program. It is not totally clear in the report how academics, students, graduates, and others participate in developing the programme development strategy, and how they assess the demands of society and take these into account	The Philips College, in response to this recommendation of the EEC, has revised its relevant policy and processes, incorporating among others Quality Assurance processes comparable to those applied in operating programs of study (see above). It encourages and expects that the development of new programs is a critical component to the growth of the Institution. The genesis of new ideas can come from multiple sources, including faculty members, administrators, and Program Leaders, and is accompanied by consultations with the College's stakeholders such as teaching and administration staff, students, employers and trade unions. After initial discussions, faculty and/or administrators, under the guidance of the Program Leaders from where the new program (if approved) will ultimately be administratively housed, develop the following formal documents: a full Feasibility Study, and a Statement of Activities. Through shared governance, College administrators and Faculty, will then review those documents. Feasibility Study The Feasibility Study is a core component of involved Quality Assurance. It requires detailed information in each section and includes supporting documentation of evidence. Information not available or not included must be explained in the body of the Feasibility Study.	Choose an item.

	The Course Development Team is responsible for guiding the study through the process of review, including consultations with the College's stakeholders. This is a critical part of the processes for the course development team, in coordination with the Course Leaders, to seek input and feedback, and make revisions and adjustments throughout the course of the study. While new course proposals normally arise as part of the implementation phase strategic planning process of Faculty, such proposals may also emerge as a response to changing circumstances or emerging needs. No constraints will be put on the sources from which new course proposals can originate. The concept for a new course may evolve from a variety of sources, internal or external such as academic staff, department, faculty of the College management, commercial or industrial partners etc. In order to develop a new course, a Course Development Team is established by the Course Leader. This team consists of members of academic staff competent to work in the area under investigation. The team should be mindful of the benefits of seeking the input of other staff, within or externally from the Department, who may be able to advise or assist in the process. If required, individuals from within or without the College whose expertise would be of benefit in advancing the planning and development of the proposed course can also be assigned to the team. A team leader will be designated at the earliest opportunity.	
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	The Course Leader forwards the completed document to the Academic Committee. It is the responsibility of the Department and the Faculty to ensure that the proposed new course is compatible with the faculty's strategic planning and/or that it responds to a changing circumstance or an emerging need which is appropriate for the school to address.	
Modules such as corporate social responsibility, digital / IS management, strategy, marketing-related modules etc. This can help better balance the management and marketing disciplines vs the accounting and economics;	We have already included in the programme's curriculum the following new modules as recommended by the EEC: (a) Corporate Social Responsibility (b) Information Systems Management (c) Strategy for Managers (d) Business Internship (ANNEX 002)	Choose an item.
Module learning objectives can be mapped more consistently against the programme learning objectives. Such an exercise can help demonstrate actively, if the programme learning objectives are met across the program;	The modules' learning objectives have been mapped more consistently against the programme's learning outcomes.	Choose an item.
For some courses (e.g., computer fundamentals, mathematics and statistics), the EEC recommends that the Intended Learning Outcomes are rewritten and framed in terms of 7 the specific knowledge, skills and abilities students should possess and can demonstrate upon completion of the course. The ILOs should be formulated in an active way, avoiding vague expressions such as understand, know, and be aware of.	The module Computer Systems and Internet Technologies replaced the module Computer and Applications, and the Intended Learning Outcomes are formulated accordingly. The same is done with mathematics and statistics which are included in the programme's curriculum and structure under the Quantitative Methods for Business. (ANNEX 003)	Choose an item.
The description of course contents is sometimes overly extensive and detailed. Possibly Philips College could revisit these and make sure they are neither too detailed nor too short;	The course (module) syllabi have been revisited and have been revised according to the EEC's recommendation. (ANNEX 004)	Choose an item.

The College can consider having a module that offers practical experience taking advantage of the relationships that the College has with local stakeholders and industry;	The College has already introduced the module Business Internship.	Choose an item.
In order to better reflect the labour market, the EEC recommends that Philips College consider directing some future recruitments to areas other than accounting and finance;	We have already recruited two visiting professors for Management and Human Resources Management: (a) Professor Evgenia Petridou (b) Professor Nancy Papalexandris (ANNEX 005)	Choose an item.
According to course descriptions, all courses are composed of a mixture of lectures, small group teaching, and case studies. Still the specific mix of these needs to be coordinated to enhance the breadth and quality of students' learning experience.	The overall grade is defined and explained to the students during the first given meeting session of the course. Interaction and understanding of the course material is a central indicator for the students. They help students for the later expected work, by providing reinforcement of the material learned in class.	Choose an item.

2. Teaching staff (ESG 1.5)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only
Workload needs to cover explicitly all types of contributions (such as contribution to society) that may be considered as part of the annual review or promotions.	The people of the College are the major asset of Philips College, who together with the way we all work together, are the foundations of the College. We support and inspire so that all colleagues achieve their goals and ambitions in teaching, research and contribution to the community in the various policies of the College and via a staff development plan. At the same time, the College supports our students to realise their potential so that our alumni become loyal and engaged ambassadors of the College. It is therefore required by Philips College that contribution to the community is an essential part of the faculty work at the College, and certainly, together with teaching and research, is a major criterion for the evaluation and promotion of faculty members. In addition, the College takes the wellbeing of the staff seriously and provides a safe working environment. The College offers its employees development pathways and flexible working conditions, as well as responsive, committed academic and pastoral support to students. The College's leadership is positive and proactive in serving the entire community openly, honestly and with accountability. It is	Choose an item.

	therefore ambitious, via contribution to the community, for the betterment of society and aspires excellence in all functions of the College.	
Training programme for both research and pedagogic matters need to be developed to support staff	The College has put into effect a comprehensive faculty training program, which consists of the following: 1. Publication of a comprehensive Faculty Handbook. 2. Orientation sessions for newly hired faculty members. 3. Implementation of a Faculty Mentors Program, by which older faculty members are assigned as Mentors to new faculty members for advising and consultations on a continuous basis. 4. Periodic offerings of training programs to all members of the teaching staff on pedagogical, research and other faculty-related matters.	Choose an item.
Internal staff development could feature an annual peer-review of teaching that acts as a constructive process	Faculty evaluations by students and peers, as well as faculty self-assessment are essential components of Quality Assurance processes in general, and the Self-Assessment Report (SAR). We support and inspire so that all colleagues achieve their goals and ambitions in teaching, research and contribution to the community in the various policies of the College and via a staff development plan. It is therefore required by Philips College that contribution to the community, besides teaching and research, is an essential part of the faculty work at the College, and certainly, together with teaching and research, is a major criterion for the evaluation and promotion of faculty members.	Choose an item.

More can be done to encourage the development of a diverse faculty (e.g. with regards to gender).	The Philips College is committed to the principle of equal opportunity, the pursuit of diversity amongst its employees and student population and a supportive environment for all members of our community. No student, member of staff, applicant for admission as a student, or applicant for appointment as a member of staff is treated less favourably than another because of her or his gender or of belonging to a protected group. Philips College is committed to providing equality for all, irrespective of gender, age, race, colour, religion, nationality, disability, sexual orientation, marriage, pregnancy and maternity. If any student, employee or visitor believes that they have experience any form of discrimination, harassment or victimisation, the College deals with the matter accordingly, decisively and very seriously.	Choose an item.
The research ambition and strategy can be more effectively aligned with the positioning of the College in order to maximise the return of investment	Philips College is committed to research excellence and to the rigorous pursuit of new knowledge. As such it is committed to maintaining the highest standards of scholarly and scientific integrity in its research. It expects all researchers to work to these standards. Thinking and talking about nowadays' research needs the understanding right from the start that research is not a prerogative of the academic world. High quality advanced research is carried out in many companies and already this urges the cooperation between enterprises and institutions of Higher Education towards a mutual benefit.	Choose an item.

	It is fully recognised that there cannot be any complete teaching process in programs of study leading to academic degrees without research. To this end, the College requires that faculty members, not only include their own research and other recent research developments in their teaching, but also require from students to take courses on research methods, and include research in their term papers and in their final projects/theses. In addition, faculty members, where feasible, involve students in their funded nationally or internationally research projects.	
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3. Student admission, progression, recognition and certification (ESG 1.4)

There are no areas of improvement or recommendations by the EEC.

4. Learning resources and student support (ESG 1.6)

There are no areas of improvement or recommendations by the EEC.

5. Additional for doctoral programmes (ALL ESG)

N/A

7. Eligibility (Joint programme) (ALL ESG)

N/A

B. Conclusions and final remarks

Conclusions and final remarks by EEC	Actions Taken by the Institution	For official use Only
The EEC concludes that the programme under consideration has the potential to deliver quality education of the expected standards that overall complies with the standards of the CYQAA.	The Philips College welcomes and appreciates this positive and rewarding conclusion and final remark by the EEC.	Choose an item.
In conclusion, challenging, but achievable goals with respect to education and certainly research, set by strong leadership that is supported by the College's diverse and inclusive community that engages in and focuses on the delivery of the high quality promise of the College, will ensure future performance at a high level. Attention to well-being, personal development and work-life balance will allow the College to maintain its capacity to attract good students and excellent staff and faculty such that the College can continue to contribute to a better society and a stronger economy in Cyprus in a global/international context.	The Philips College is greatly satisfied with the positive and rewarding conclusion and final remark by the EEC.	Choose an item.

C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Constatinou Philippos, CPA	Chairperson, Principal	
Raptis Thanasis, PhD	Representative, Academic Staff	
Kounadeas Theodoros, PhD	Representative, Academic Staff	
Bourlekidis Kostantinos (PhD cand)	Ex-member Internal Evaluation Committee, Kapodistrian University	
Constantinou Soteris, MSc	Director of MIS, Representative of Administrative Staff	

Date: **20 July, 2022** [Click to enter date](#)



ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION



Date: **20 July, 2022** [Click to enter date](#)

ANNEX 001

Ms. Despo Constantinou
(Academic Qualifications)



ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION



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The Philips College

CONSTANTINOU DESPINA

Special Teaching Staff

Department of
BUSINESS ADMINISTRATION



Academic Personnel Short Profile /Short CV

Institution:	THE PHILIPS COLLEGE
Surname:	CONSTANTINOU
Name:	DESPINA
Rank/Position:	Special Teaching Staff
Program of Study:	Diploma in Business Studies
Scientific Domain: *	English Language

**Field of Specialization*

Academic qualifications

(list by highest qualification)

Qualification	Year	Awarding Institution	Department	Thesis title
MA (hons) Applied Linguistics and Teaching English as a foreign language (TEFL)	October 2012- October 2013	University of Bedfordshire	Applied Linguistics (TEFL)	L1 Influence in Greek speakers' writing focusing on Grammar and some specific features of it.'
BA (hons) English Language and Literature	September 2007- June 2012	University of Nicosia	English Language and Literature	Female desire in Shakespeare's plays 'As You Like it' and 'Antony and Cleopatra'.

Employment history in Academic Institutions/Research Centers – List by the three (3) most recent

Period of employment		Employer	Location	Position
From	To			
2018	present	Eurognosi-Cosmolingual Private Institute	Nicosia	English Teacher/Lecturer
2015	2018	Think Private School	Nicosia	English Teacher

Key refereed journal papers, monographs, books, conference publications etc. List the five (5) more recent and other five (5) selected –(max total 10)

Ref. Number	Year	Title	Other authors	Journal and Publisher/Conference	Vol.	Pages
1						

Exhibitions (where applicable). List the five (5) more recent and other five (5) selected. (max total 10)

Ref. Number	Date	Topic	International / Local	Location*	Role in Exhibition
1					

*Specify venue, geographic location etc

Research Projects. List the five (5) more recent and other five (5) selected

(max total 10)

Ref. Number	Date	Title	Funded by	Project Role*
1				

**Project Role: i.e. Scientific/Project Coordinator, Research Team Member, Researcher, Assistant Researcher, other*

Academic Consulting Services and/or Participation in Councils / Boards/ Editorial Committees.

List the five (5) more recent (Optional Entry)

Ref. Number	Period	Organization	Title of Position or Service	Key Activities
1	2019	British Council Cyprus	Exam Invigilator	Invigilating and implementing the exam rules and regulations as well as remaining vigilant throughout the examination duration.
2	2019	Academic Department Teacher Academy	Participant	Attending a seminar on IELTS: Improving Candidate Scores in Writing & Speaking
3	2019	Academic Department Teacher Academy	Participant	Attending a seminar on changes to the Cambridge English: KEY & Preliminary Examinations
4	2019	Academic Department Teacher Academy	Participant	Attending a seminar on coping with Students with learning difficulties.

Awards / International Recognition (where applicable). List the five (5) more recent and other five (5) selected.

(max total 10) (Optional Entry)

Ref. Number	Date	Title	Awarded by:
1			

Other Achievements. List the five (5) more recent and other five (5) selected.

(max total 10) (Optional Entry)

Ref. Number	Date	Title	Key Activities:
1	August 2018+ August 2019	Certificate of attendance	Attending a seminar on IELTS: Improving Candidate Scores in Writing & Speaking
2	August 2018+ August 2019	Certificate of attendance	Attending a seminar on changes to the Cambridge English: KEY & Preliminary Examinations
3	August 2018+ August 2019	Certificate of attendance	Attending a seminar on coping with Students with learning difficulties.



UNIVERSITY OF NICOSIA

Upon successful completion of all academic requirements and
on the recommendation of the Department and the School,

the Senate

confers upon

Despina Constantinou

the degree of

Bachelor of Arts in

English Language and Literature

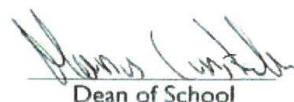
with all the honours, rights and privileges
thereunto appertaining.

Sealed and signed by


Registrar


Head of Department


Rector


Dean of School

Date of Issue: 27/06/2012

Qualification Register: D/02444



University of
Bedfordshire

I hereby certify that

DESPINA CONSTANTINOU

has been awarded the degree of

Master of Arts

in

Applied Linguistics (TEFL)

*Witness this my hand this day
7th November 2013*

Full details of course of study are set out on the graduate's transcript

1222904

Mr Bill Rammell
Vice Chancellor

Ms Jenny Jenkin
Registrar

60272



ANNEX 002

NEW Modules

- DBS-230 Corporate Social Responsibility
- DBS-240 Strategy for Managers
- DBS-241 Business Internship
- DIT-240 Information Systems Management

Course Title	CORPORATE SOCIAL RESPONSIBILITY				
Course Code	DBS-230				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	2 / Three				
Teacher's Name	BARKAS Panagiotis				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To emphasize the centrality of ethical values such as honesty, trust, respect and fairness in the context of individual and organizational effectiveness. Utilizing Kohlberg's Theory of Moral Development, the course explores the concept of how one develops moral reasoning and the interaction of moral judgment using three Models of Management Ethics. The intent is to demonstrate the breadth of responsibility of the individual manager, organization, and corporation in making "ethical" decisions.				
Learning Outcomes	Upon completion of this course, students should be able to: ▪ understand several ethics theories and be able to apply these theories in real world settings; ▪ demonstrate a deeper understanding of the moral choices that are implicit in virtually every aspect of work life by applying the concepts to one's own experience; ▪ Demonstrate an understanding of Stakeholder Management Theory by articulating different types of ethical business dilemmas that occur on a regular basis and be able to recognize and analyze these situations based on the Stakeholder Management Framework; ▪ at the end of the analysis one must be able to reach a logical, ethical, and solid business decision based on these principles;. ▪ engage in an exploration of one's own personal value system and how that system guides her/his moral and ethical decision-making in the workplace; ▪ understand the limitations of Stakeholder Management Theory and the inherent struggles between societal and individual definitions of moral/ethical behavior.				
Prerequisites		Required			

Course Content	Definitions and Theories of CSR and other related notions. Drivers of CSR. CSR Framework and Strategy. Stakeholder Engagement and Dialogue, Issue Management. CSR Implementation. Supply Chain Management and CSR. Corporate Social Initiatives. Social Entrepreneurship and Intrapreneurship. Measuring and Reporting the Impact of CSR. The CSR Communication. Managing Negative Publicity, Crises and Misconducts related to CSR. Corporate Responsibility in Controversial Industries.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Blowfield, Mick and Murray, Alan, <i>Corporate Responsibility</i>, 3rd Edition., Oxford University Press, 2019, ISBN 9780198797753. Carroll, A.B., Brown, J. and Buchholtz, A.K. <i>Business and Society: Ethics, Sustainability and Stakeholder Management</i>, 10th Edition, 2018 Cengage Learning. Gond, J.P. and Mena, S. <i>A Very Short, Fairly Interesting and Reasonably Cheap Book about Corporate Social Responsibility</i>, Sage Publications, 2018. Wicks, A.C., Freeman, R.E., Werhane, P.H. and Martin, K.E. <i>Business Ethics: A Managerial Approach</i>. Prentice Hall, 2010, ISBN 9780131427921. Crane, A., and Matten, D., <i>Corporate Social Responsibility: Readings and Cases in a global context</i>, 2nd ed., Routledge, 2013, ISBN 978-0415683258. <i>A detailed list of readings of academic papers for this course will be provide at the end of each lecture.</i> Recommended Journals: Journal of Business Ethics. Research in Organizational Behavior. California Management Review.

	Business Ethics Quarterly. Business and Society. Business and Society Review. Economics and Philosophy.
Assessment	70% examination and 30% continuous assessment
Language	English

Course Title	STRATEGY FOR MANAGERS				
Course Code	DBS-240				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	2 / Four				
Teacher's Name	By present practitioners				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To enable students to identify and critically evaluate the main challenges in strategy implementation process and the ways to address them.				
Learning Outcomes	On successful completion of this module students will be able to: - Analyse different aspects of strategy formulation and implementation linking theoretical knowledge and practice, with a specific focus on change management; - Understand the issues and challenges in strategy formulation and implementation; - Identify and critically evaluate the key components of successful strategy; - Develop a profound understanding of the relationship between organisational activities contributing to strategy success and an ability to think strategically;				
Prerequisites		Required			
Course Content	- What is strategy - The Strategy Framework (the impact on strategy of the macro-environment, the industry environment, the organization's strategic capabilities). - Strategic position - Strategic choices - Strategy in action, and how strategies are formed and how they are implemented				
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies and simulations				

Bibliography	Recommended Reading: Dess, G.D., and A. Miller. <i>Strategic Management</i>. McGraw-Hill, latest edition. Ellis, J. <i>International Business Strategy</i>. Pitman, latest edition. Grant, R.M. <i>Contemporary Strategy Analysis</i>, Blackwell, latest edition. Jauch, L. R., W.F.Glueck, ,<i>Business Policy and Strategic Management</i>, Mc-Graw Hill, latest edition. Hill, C.W. and G.R. Jones, <i>Strategic Management: An Integrated Approach</i>. Houghton and Mifflin, latest edition. Segal-Horn, S. (ed.) <i>The Strategy Reader</i>. Blackwell, latest edition. Thompson, A. Jr., and A.J. Strickland, <i>Strategic Management: Concepts and Cases</i>. Irwin, latest edition. .
Assessment	Each subject has a weight of 70% attributable to the end of semester examinations: (midterm 20%, final exam 50% of a three hours duration) and 30% to continuous assessment (attendance participation in-class discussions, 10%, assignments, seminars, tests, quizzes, video participation, case studies, student presentations etc. 20%).
Language	English

Course Title	BUSINESS INTERNSHIP				
Course Code	DBS-241				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	2 / Four				
Teacher's Name	By present practitioners				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To put students learning into practice while engaging with local organizations and businesses.				
Learning Outcomes	On completion of the module, students should be able to: - Understand how organizations function - Understand of which the industry in which the internship organization operates - Demonstrate understanding of the various management aspects - Perform a business function and fulfil its role and responsibilities - Work effectively and efficiently across business settings.				
Prerequisites		Required			
Course Content	- Mode of introduction: The student is assigned an academic supervisor from the Department of Business and Management Studies, whose task is to provide guidance regarding the academic requirements the student needs to meet, and a line manager within the internship organization who supervises the student's day to day activities during the internship - An internship placement with a local organization and business - Report writing presentation, IT skills etc. within the context of the related topic. Roles and Responsibilities within the Internship: The student - Must have a strong interest in the organization and be enthusiastic about the prospect of the placement.				

- Should undertake a placement relevant to his/her interest in future employment and which is relevant to the course.
- Must be fully briefed about the placement, carry out the necessary research and have access to all contextual information i.e organization code of practice etc.
- Must fully understand the placement work to be undertaken, the content in which he/she will be working and consequently the register of language required.
- Must comply with organization rules and practice and must adhere to organization confidentiality and copyright clauses.
- Should be made aware of the rights and responsibilities within the organization. All work must be carried out in accordance with the Health and Safety regulations.
- Where appropriate, should keep a learning log updating his/her progress.
- Must complete the written work required by the College for assessment e.g. project or dissertation
- Remains a member of the College.

Completes Student Evaluation form, recording learning development and achievements.

Employers

- Are responsible for setting up the placement and designating a Mentor to each placement student.
- Think carefully about the objectives of the placement and what specialist knowledge/skills are required.
- Liaise with a member of the organization staff and provides the necessary information on the organization and the placement.
- Sign a placement agreement, drawn up by the College which outlines the placement objectives and the learning outcomes.

College

- Designates a student to a placement in accordance with student skills.
- Must ensure all parties fully understand the aims and outcomes of the placement.
- Liaises with the organization and provides the contextual information for the student.

	▪ Monitors the progress of the student – one member of the organization staff will be responsible for each student and will be the point of contact for the College. ▪ Maintains regular contact with the student. ▪ Provides academic support. ▪ Ensures that the student has sufficient information on the rights and responsibilities within the work place. ▪ Has overall responsibility for assessing the academic work produced during the placement (the organization and the College may establish together the assessment criteria in order to meet both the College requirements and the company's expected outcome of the programme). ▪ Provides guidance on integrating this learning into longer term career planning. Mode of introduction: The student is assigned an academic supervisor from the Department of Business and Management Studies, whose task is to provide guidance regarding the academic requirements the student needs to meet, and a line manager within the internship organization who supervises the student's day to day activities during the internship
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: <u>Cottrell, S.,</u> <i>Skills for success: personal development and employability</i>, 3rd ed., Red Globe Press, ISBN 9781137426529.
Assessment	As explained above.
Language	English

Course Title	INFORMATION SYSTEMS MANAGEMENT				
Course Code	DIT-240				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	2 / Four				
Teacher's Name	By present practitioners				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	This course provides an overview of information systems technology and management in today's modern business organizations.				
Learning Outcomes	At the end of this module, students should be able to: • Critically analyse business situations and problems and understanding the role that information technology can play in solving them; • Evaluate the competitive and operational impacts of adopting new information technologies; • Recognize how decisions are made about adoption, investment, implementation, and deployment of information technology within organizations; • Know how organizations ensure their systems are reliable and available, deal with privacy and security concerns, and ensure compliance with government regulations; • Assess how changes in IT will affect both organizations and individuals; • To determine whether, when and how an organization should adopt new technology and how IT organizations can be forces for innovation.				
Prerequisites		Required			
Course Content	• Study IT infrastructure, architecture and applications used in enterprise information systems, both within organizations, and in interaction with customers, suppliers, partners and other;				

	Operational, competitive and strategic value of information technology, and how its management and governance contributes to the realization of that value.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies and simulations
Bibliography	Recommended Reading: O'Brien, J.A. & Marakas, G., <i>Management Information Systems</i> , McGraw-Hill/Irwin, latest edition.
Assessment	Each subject has a weight of 70% attributable to the end of semester examinations: (midterm 20%, final exam 50% of a three hours duration) and 30% to continuous assessment (attendance participation in-class discussions, 10%, assignments, seminars, tests, quizzes, video participation, case studies, student presentations etc. 20%).
Language	English

ANNEX 003

Modules Replaced

DIT-110	Computers Applications	replaced by	DIT-110	Computers and Internet Applications
DIT-115	Mathematics and Statistics I		DIT-111	Quantitative Methods for Business I
DIT-125	Mathematics and Statistics II		DIT-121	Quantitative Methods for Business II

Course Title	COMPUTERS AND INTERNET TECHNOLOGIES				
Course Code	DIT-110				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Soteris CONSTANTINOU				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	Syllabus is developed from the National Curriculum for Senior Secondary School Computer Studies in the UK. It highlights the scope of the course for Computer Studies examinations at this level. Its structuring revolves around conceptual approach				
Learning Outcomes	On completion of this course, students should be able to: ▪ basic concepts of computer and its operations; ▪ manipulative, computational and problem-solving skills; ▪ application of software packages; ▪ operation of computer - related simple devices; ▪ on-line skills and their applications; ▪ safe attitudes and good practices on effective use of computer; ▪ potential for higher studies in Computer related area.				
Prerequisites	None	Required			
Course Content	Computer fundamentals and evolution Computer hardware Computer Software Basic Computer Operations Computer Applications Managing Computer files Developing Problem-solving skills Information and Communication Technology Computer ethics and human issues				

	Each thematic area forms a concept which is further divided into sub-concepts, elaborated and updated by the instructor.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Will be determined by the instructor
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	QUANTITATIVE METHODS FOR BUSINESS I				
Course Code	DIT-111				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Constantinos BOURLETIDIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To enable students to master basic mathematical concepts and skills needed in the business world and to provide an introductory course in basic statistical methods and their applications in Economic, Business and Social Sciences.				
Learning Outcomes	On completion of Mathematics, students should be able to: ▪ differentiate simple mathematical functions of one variable use differential calculus to solve simple, one variable unconstrained optimisation problems, use matrices to solve 2x2 simultaneous equation systems and input-output models. On completion of Statistics, students should be able to: ▪ construct frequency distributions, understand and use exploratory and bivariate data analysis, and acquire basic knowledge in Probability Theory; ▪ evaluate data and present the results in high quality reports interpret the results of statistical analyses and apply the above techniques to real-world problems.				
Prerequisites	None		Required		
Course Content	Mathematics: Functions and graphs; Linear and quadratic equations, Solution of simultaneous linear equations; Matrix algebra; Introduction to the use of linear programming in management accounting; Differentiation and Integration, maxima, minima and points of inflection; applications. Statistics: Introductory concepts; Samples and sampling methods; Descriptive Statistics: frequency distributions and graphical presentation, Exploratory data analysis techniques; applications.				

	Descriptive measures and their interpretation; applications. Bivariate analysis: Contingency tables, Correlation; applications. Introduction to Probability.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: <u>Mathematics</u> Croft, A., and Davison, R., <i>Foundation Maths</i>, 6/E, Pearson Education, latest edition, ISBN 9781292095172. <u>Statistics</u> Lind, D., Marchal, W., and Wathen, S., <i>Basic Statistics for Business and Economics</i>, latest edition, McGraw-Hill Education, ISBN 978-1260287851. Kazmier, L., Schaum's. <i>Outline for Business Statistics</i>. McGraw-Hill, 4th edition, latest edition, ISBN 9780071635271.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	QUANTITATIVE METHODS FOR BUSINESS II				
Course Code	DIT-121				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / Two				
Teacher's Name	Constantinos BOURLETIDES				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To enable students to perform day-to-day calculations required in financial markets and to make business investment decision in an objective manner and to provide a course in advanced topics in statistical methods and their applications in Economic, Business and Social Sciences.				
Learning Outcomes	On completion of the Mathematics, students should be able to: - demonstrate a proficiency in simple and compound interest calculations, annuity calculations, and amortizations; - apply the knowledge gained to a variety of real-world situations. On completion of the Statistics, students should be able to: - understand the fundamental concept of discrete and continuous random variables; - determine the application of such techniques in the Science; - use the Central limit theorem within an elementary study of sampling distribution; - compute and interpret confidence intervals and perform tests of hypotheses; - master basic skills in Regression Analysis and Analysis of Variance				
Prerequisites	DIT-111	Required			
Course Content	Mathematics: Introductory Concepts of Financial Mathematics; interest and discounting; annuities; amortisation and sinking funds; Net Present Value; Bonds; Contingent Payments; Capital budgeting and depreciation. Statistics: Introductory Concepts of Inferential Statistics; discrete random variables; continuous random variables; sampling distributions, point estimation and confidence intervals; applications hypothesis testing; regression and correlation analysis; applications.				

Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: <u>Mathematics</u> Croft, A., and Davison, R., <i>Foundation Maths</i>, 6/E, Pearson Education, latest edition, ISBN 9781292095172. <u>Statistics</u> Lind, D., Marchal, W., and Wathen, S., <i>Basic Statistics for Business and Economics</i>, latest edition, McGraw-Hill Education, ISBN 978-1260287851. Kazmier, L., Schaum's. <i>Outline for Business Statistics</i>. McGraw-Hill, 4th edition, latest edition, ISBN 9780071635271.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

ANNEX 004

(Revised)
Programme Structure
Diploma in Business Studies

Diploma in BUSINESS STUDIES – Program Structure

SUBJECT	ECTS
YEAR 1 - Semester 1	
CORE	(25)
DAF-110 Accounting and Finance I	5
DBS-110 Economics I	5
DBS-111 Introduction to Management	5
DIT-110 Computers and Internet Technologies	5
DIT-111 Quantitative Methods for Business I	5
ELECTIVES	(5)
One from:	
DBS-115 Business Law I	5
DPR-130 Communication in Practice I	5
DPS-110 Themes and Perspectives in Psychology I	5
Total:	30 ECTS

SUBJECT	ECTS
YEAR 1 - Semester 2	
CORE	(25)
DAF-120 Accounting and Finance II	5
DBS-120 Economics II	5
DBS-121 Introduction to Marketing	5
DBS-122 Global Challenges for Business, Management & Leadership	5
DIT-121 Quantitative Methods for Business II	5
ELECTIVES	(5)
One from:	
DBS-125 Business Law II	5
DBS-126 Management of Services	5
DPR-140 Communication in Practice II	5
Total:	30 ECTS

SUBJECT		ECTS
YEAR 2 - Semester 3		
CORE		(20)
DAF-230	Fundamentals of Finance I	5
DBS-230	Corporate Social Responsibility	5
DIT-230	Introduction to E-Commerce	5
DIT-231	Operations Management	5
ELECTIVES		(10)
Two from:		
DBS-235	Sales and Sales Management	5
DBS-236	Organizational Behaviour	5
DBS-237	Innovation and Entrepreneurship	5
DBS-238	Project Management	5
Total:		30 ECTS

SUBJECT		ECTS
YEAR 2 - Semester 4		
CORE		(20)
DAF-240	Management Accounting	5
DIT-240	Information Systems Management	5
DBS-240	Strategy for Managers	5
DBS-241	Business Internship	5
ELECTIVES		(10)
Two from:		
DAF-245	Fundamentals of Finance II	5
DBS-245	Managerial Economics	5
DBS-246	Decision Studies	5
DBS-247	Human Resource Management	5
Total:		30 ECTS

ANNEX 005

COURSE DESCRIPTION (Revised Syllabi)

Course Title	ACCOUNTING AND FINANCE I				
Course Code	DAF - 110				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Evangelos POUTOS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To provide students with a broad understanding of introductory financial accounting, a thorough grounding in double-entry bookkeeping and the preparation of financial statements for different types of entities.				
Learning Outcomes	On completion of this course, students should be able to: ▪ describe the nature, uses and purposes of financial accounting and outline both the conceptual and regulatory frameworks that govern the preparation and reporting of financial information; ▪ describe the key concepts and conventions that underline financial accounting; ▪ describe and apply the transactions recording process from source documents to financial statements via the books of prime entry, ledgers and trial balance; ▪ explain and apply the recognition and measurement principles relating to: non-current assets, inventories and other current assets and liabilities and non-current liabilities and equity in accordance with IFRSs; ▪ explain the characteristics of a sole trader vis-à-vis a company; and prepare financial statements for both forms of entities in accordance with IFRSs;				
Prerequisites	None		Required		
Course Content	The framework of accounting. The accounting equation, concepts and conventions. The transactions recording process, trial balance and basic financial statements.				

	Control accounts, errors and omissions. Non-current assets and depreciation. Inventories and cost of sales. Other current assets and liabilities. Non-current liabilities and equity. Preparation of financial statements for sole traders and limited companies.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Thomas, A., and Ward, A., <i>Introduction to Financial Accounting</i>, 9th ed., McGraw-Hill Education, Latest edition, ISBN 9781526803009. Sangster, Alan. <i>Frank Wood's Business Accounting</i>, Vol 1. 14th ed, Pearson Education, Latest edition, ISBN-13: 9781292208626. Walter, T. H, Horngren, C. T., et al. <i>Financial Accounting</i>. 11th ed. Global edition, Pearson Education, 2, Latest edition, ISBN-13: 9781292211145.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	ACCOUNTING AND FINANCE II				
Course Code	DAF - 120				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / Two				
Teacher's Name	Evangelos POUTOS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To develop students' knowledge and understanding both theoretically and practically of: • the framework of regulations which influence financial reporting practice; • theoretical approaches offered as guides to financial reporting; • group accounting; • accounting techniques and methods adopted in practice; • time value and risk and return.				
Learning Outcomes	On completion of this course, students should be able to: ▪ explain and apply basic theoretical ideas about financial reporting including its role in a framework of governance and accountability and the measurement of income and value; ▪ apply the International Accounting Standards Board's (IASB) conceptual framework for financial reporting; ▪ prepare and present financial statements from accounting data for single entities, whether organized in corporate or in other forms, in conformity with IFRS. ▪ understand the time value, the relations between security risk and return.				
Prerequisites	DAF-110		Required		
Course Content	<i>Preparation of financial statements:</i> for sole traders, partnerships, incorporated enterprises and simple groups in line with accounting concepts and conventions; Analysis of external reports and appraisal of financial performance through the calculation and interpretation of basic ratios;				

	<i>Constitutional Characteristics</i>: an outline of the accounting features of partnerships and limited liability companies; The regulatory influence of company law and accounting standards; items in formats for public accounts.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Sangster, Alan. <i>Frank Wood's Business Accounting</i>. Vol 2. 14th ed. Pearson Education, Latest edition,, ISBN-13: 9781292209173. Sangster, Alan. <i>Frank Wood's Business Accounting</i>, Vol 1. 14th ed, Pearson Education, Latest edition,, ISBN-13: 9781292208626. Elliot, B. & Elliot, J. <i>Financial Accounting and Reporting</i>, 19th ed, Pearson Education, Latest edition,, ISBN-13: 9781292162409. Walter, T. H, Horngren, C. T., et al. <i>Financial Accounting</i>. 11th ed. Global edition, Pearson Education, Latest edition,, ISBN-13: 9781292211145. eBook: Weetman, P. <i>Financial Accounting: An Introduction</i>. 8th ed. Pearson Education, Latest edition,, ISBN 9781292244495. ACCA, <i>Foundations in Accountancy, Financial Accounting (FFA/FA)</i>, BPP Learning Media, Latest edition,, ISBN 97815097175 2. Berk, J., DeMarzo, P. and Harford, J., <i>Fundamentals of Corporate Finance</i>, Global 4th ed, Pearson Education, Latest edition,, ISBN-13: 9781292215075.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	FUNDAMENTALS OF FINANCE I				
Course Code	DAF-230				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	2 / Three				
Teacher's Name	Andreas GEORGANTOPOULOS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To introduce students to finance, giving a foundation for subsequent finance courses. The approach is conceptual, emphasising general principles that students should be able to apply to specific problems and issues.				
Learning Outcomes	On completion of this course, students should be able to: ▪ have a basic knowledge and understanding of the theoretical framework of finance; ▪ know some of the basic techniques used in finance; ▪ have a basic understanding of the role of research in finance; ▪ can solve problems in a variety of contexts in finance; ▪ understand the time value of money, how companies raise capital, how to value bonds and shares, the firm's capital budgeting decisions, the concept of information efficiency, the relations between security risk and return.				
Prerequisites	DAF-110		Required		
Course Content	<i>Introduction:</i> Corporate Finance and the Financial Manager, Financial Statement Analysis. <i>Interest Rates and Valuing Cash Flows:</i> Time Value of Money, Valuing Cash Flow Streams, Interest Rates, Bonds, Stock Valuation. <i>Valuation and the Firm:</i> Investment Decision Rules, Fundamentals of Capital Budgeting, Stock Valuation. <i>Risk and Return:</i> Risk and Return in Capital Markets, Systematic Risk and the Equity Risk Premium, The Cost of Capital.				
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.				

Bibliography	Recommended Reading: Berk, J., DeMarzo, P. and Harford, J., <i>Fundamentals of Corporate Finance</i>, Global 4th ed, Pearson Education, Latest edition,, ISBN-13: 9781292215075. Hillier, D., Clacher, L., Ross, S., Westerfield, R., and Jordan, B., <i>Fundamentals of Corporate Finance</i>, 3rd European ed., McGraw-Hill, Latest edition, ISBN 9780077178239. Pike, R., Neal, B., et al. <i>Corporate Finance and Investments: Decisions and Strategies</i>, 9th ed, Pearson Education, Latest edition, ISBN 978-1-292-20654-1. ACCA, <i>Financial Management</i>, BPP Learning Media, Latest edition, ISBN 9781509724086.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	MANAGEMENT ACCOUNTING				
Course Code	DAF-240				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	2 / Four				
Teacher's Name	Theodoros KOUNADEAS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To introduce students to the techniques used for cost determination and to give them an introductory understanding of the needs and techniques of planning and control.				
Learning Outcomes	On completion of this course, students should be able to: ▪ understand the nature, purpose and scope of management accounting; ▪ design and develop a costing system; ▪ prove understanding of budgetary control; ▪ apply management accounting techniques in practical management situations.				
Prerequisites	None		Required		
Course Content	<i>Cost Classification and Behaviour:</i> Examining the importance of Cost Behaviour in relation to business decision making; factors influencing cost behaviour; use of variable and fixed costs to estimate costs and break-even points under CVP analysis. <i>Overhead allocation and absorption:</i> Overhead analysis sheets and calculation of under/over-absorbed overheads. <i>Costing Systems:</i> Job-Order and Process Costing in service and manufacturing businesses, using traditional and Activity Based Costing for cost estimation. <i>Introduction to Marginal Costing:</i> definition of marginal costing and its application; Contribution theory; Comparison with absorption costing and effects in profitability.				

	<i>Introduction to Budgeting and Budgetary Control:</i> the nature of budgets and the functions of budgetary control, including the purpose of budgeting, the nature of the control processes and a consequent outline appreciation of the elementary principles and process of flexible budgeting; organisation: budget centres; budget periods; budget committee; budget officer; budget manual. <i>Formulation and establishment of budgets, including the problems of constructing such budgets:</i> key factor considerations; the preparation of master, functional and cash budgets. Calculation of mark-ups and margins.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: eBook: Drury C., <i>Management & Cost Accounting</i>: student manual, Cengage EMEA, Latest edition. Atrill, P., and McLaney, E., <i>Management Accounting for Decision Makers</i>, 9th edition, Pearson, Latest edition Bhimani, A., Datar, S. M., Horngren C. T., and Rajan M. V., <i>Management and Cost Accounting with MyLab Accounting</i>, 7th ed., Pearson, Latest edition.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	FUNDAMENTALS OF FINANCE II				
Course Code	DAF-245				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	2 / Four				
Teacher's Name	Panayiotis BARKAS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To provide a thorough grounding in finance concepts. How to interpret financial information and commentaries, and consider how to take account of finance in decisions that need to be made.				
Learning Outcomes	By the end of this course students should be able to: ▪ understand the way in which assets can be valued; ▪ understand the core theoretical models of modern finance; ▪ distinguish between assumptions and implications of the theoretical models introduced; ▪ understand and implement the NPV decision rule considering factors such as inflation, taxation, risk, replacement, capital rationing;				
Prerequisites	DAF - 121	Required			
Course Content	<i>Investment decisions:</i> investment and the capital budgeting process, relevant cash flows, payback flows, return on capital employed. <i>Investment appraisal using DCF methods:</i> Discounted cash flow techniques, the net present value method, the internal rate of return method, NPV and IRR compared, assessment of DCF methods of project appraisal. <i>Allowing for inflation and taxation:</i> Allowing for inflation and taxation, NPV layout. <i>Project appraisal and risk:</i> Risk and uncertainty, Sensitivity analysis, Probability analysis, other techniques for dealing with risk and uncertainty. <i>Specific investment decisions:</i> Lease or Buy, Asset replacement decisions, Capital rationing.				

Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Berk, J., DeMarzo, P., and Harford, J. <i>Fundamentals of Corporate Finance</i>, 4th Global ed, Pearson Education, Latest edition, ISBN 9781292215075. Pike, Richard., Neal, Bill., et al. <i>Corporate Finance and Investments: Decisions and Strategies</i>, 9th ed, Pearson Education, Latest edition, ISBN-13: 9781292208541. ACCA Study Text <i>Financial Management</i>, 12th ed., BPP Learning Media, Latest edition, ISBN 9781 5097 2408 6, e-ISBN 9781 5097 2435 2.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	ECONOMICS I				
Course Code	DBS – 110				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Konstantinos BOURLETIDIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To provide students with a thorough understanding of economics at an introductory level. The course explores how people make choices about what and how to produce and consume.				
Learning Outcomes	On completion of the course, the students are expected to: ▪ demonstrate knowledge and understanding of the basic principles of microeconomics and macroeconomics; ▪ understand the way in which economics can be used to analyse the decisions of individuals, households, firms and governments; ▪ apply relevant knowledge and understanding of economic theory to contemporary economic issues and debates; ▪ demonstrate analytical, graphical and numerical skills to address economic problems; ▪ utilize and solve simple economic models that explain economic behavior and phenomena.				
Prerequisites	None		Required		
Course Content	Economics and The Economy. Markets, demand and supply. Elasticity of demand and supply. The theory of consumer choice. Theory of production and costs. Market structures. Wages and the distribution of income. Market failures and government policy.				

Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Sloman, J., and Garratt, D. <i>Essentials of Economics</i>, 8th ed., Pearson Education, Latest edition, ISBN-13: 9781292239590. Sloman, J., Guest J., and Garratt, D. <i>Economics</i>, 10th ed., Pearson, Latest edition, ISBN-13: 9781292187853. Begg, D., and Vernasca, G., Fischer, S., Dornbusch, R., <i>Economics</i>, 11th ed, Mc-Graw-Hill, , Latest edition, ISBN 9780077154516.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	INTRODUCTION TO MANAGEMENT				
Course Code	DBS -111				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Dimitrios BOURLETIDIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To embrace principles and activities in the core functional areas of business management. It also covers legal environment of business, information technology, globalization, economic integration and entrepreneurship.				
Learning Outcomes	On completion of this course, students should be able to: ▪ understanding and appreciation of the basic concepts, principles and practices of business management; ▪ understanding of the role of business management in an economy; ▪ ability to relate the concepts and principles of business management to practical business situations; ▪ ability to pursue further studies in business management.				
Prerequisites	None	Required			
Course Content	Nature of Management. Functions of Management. Management Information Technology. Legal Environment of Business. Finance and Financial Institutions. Role of Government in the Economy. International Trade and Problems of Developing Economies. Globalization and Economic Integration. Functional Management (Elements of HRM, Labour Relations, Marketing, Production, Business Finance, E-commerce etc.).				

Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Robbins, S. P., Coulter, M. A., and Cenzo D. A. De., <i>Fundamentals of Management</i>, Global, 11 ed., Pearson Education, Latest edition, ISBN-13: 978-0-13-517515-6. Certo, S. C., and Certo S. T. <i>Modern Management: Concepts and Skills plus Pearson MyLab Management with Pearson eText</i>, Global ed., Latest edition
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	BUSINESS LAW I				
Course Code	DBS - 115				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Alexios CONSTANTINOU				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To introduce students to the legal environment of business, beginning with the structure of the legal system, and the sources and application of the law. In addition, the course examines the law of contract, from the formation of a valid contract to its basic requirements and interpretation.				
Learning Outcomes	On completion of this course, students should be able to: ▪ demonstrate knowledge and understanding of the basic principles of the English legal system, relevant legal institutions and principle areas of law which relate to business; ▪ explain and discuss the principal features of the law of contract; ▪ identify legal problems which arise in a business context, provide solutions to those problems and communicate their answers effectively; ▪ analyse legal issues which arise in a given business context; ▪ identify issues arising in areas of business law and identify and apply relevant legal rules.				
Prerequisites	None		Required		
Course Content	<i>The English and Cyprus Legal System:</i> features of the legal system; sources of English law; the court system; dispute resolution; legal personnel; the doctrine of Judicial Precedent; statutory interpretation. <i>Types of Business Enterprise:</i> main types of business enterprise; partnerships; companies; key distinctions between a sole trader, an ordinary partnership and a company. <i>Contract:</i> formation of a contract; terms of a contract; vitiating factors; discharge of contract; remedies.				

	<i>Agency</i>: definition and creation of agency; authority and liability of an agent; rights and duties of an agent; duties of a principal; termination of agency; an introduction to employment law; contracts of employment; the fixed-term Employees regulations; the working time regulations; termination of employment; wrongful dismissal, unfair dismissal and redundancy; discrimination in employment.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Adams, A., <i>Law for Business Students</i>, 10th ed., Pearson, Latest edition, ISBN-13: 9781292208428. Macintyre, E., <i>Business Law</i>, 9th ed., Pearson, Latest edition, ISBN-13: 9781292219950.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	ECONOMICS II				
Course Code	DBS - 120				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / Two				
Teacher's Name	Panayiotis BARKAS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To familiarize students with the aggregate behaviour of the economy by providing an introduction to the economic analysis of key macroeconomic variables such as output, employment, inflation, interest rates and exchange rates.				
Learning Outcomes	On completion of the course, students are expected to: ▪ demonstrate knowledge of the major macroeconomic issues, policy objectives and national accounts. • demonstrate a detailed understanding of the extended Keynesian income-expenditure model alongside alternative models to represent a macro-economy. • understand the role of the commercial and central bank in the creation of money in the economy. • use the models covered to analyze a variety of fiscal and monetary policy choices to derive basic normative implications. ▪ demonstrate critical awareness of the exchange rate and interest rate mechanism for macroeconomic policy.				
Prerequisites	DBS-110	Required			
Course Content	Money and the Financial Markets. The Market for Goods and Services. The Labour Market. Unemployment Duration. The Aggregate Supply Aggregate Demand Model.				
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.				

Course Title	INTRODUCTION TO MARKETING				
Course Code	DBS-121				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	1 / Two				
Teacher's Name	Dimitrios BOURLETIDIS				
ECTS	6	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	To introduce students to the marketing strategies and tools that practitioners use to market their products.				
Learning Outcomes	Upon successful completion of this course students should be able to: ▪ explain the role of Marketing in identifying and satisfying customers' needs profitably; ▪ report on the challenges and complexities of the marketing environment and their impact on developing Marketing Strategy; ▪ appreciate the need for segmentation, targeting and positioning strategies; ▪ familiarize with the components of a Marketing Plan.				
Prerequisites	None		Required		
Course Content	Defining Marketing and the Marketing Process. Creating Customer Value and Engagement. Analysing the Marketing Environment. Creating Value for Target Customers. Segmentation, Targeting, Positioning. New Products and Managing the Product Life Cycle. Pricing Decisions. Marketing Channels, Delivering Customer Value. Retailing and Wholesaling. Advertising and Public Relations.				

	Personal Selling and selling Promotion. Direct, Online, Social Media and Mobile Marketing. Sustainable Marketing, Social responsibility and Ethics.
Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	Recommended Reading: G. Armstrong and Kotler, P. T., <i>Marketing: An Introduction</i>, Pearson Education, Latest edition, ISBN 9780135193389. Palmer, A., <i>Introduction to Marketing</i>, 3rd ed., Oxford University Press, Latest edition, ISBN 9780199602131.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	GLOBAL CHALLENGES FOR BUSINESS, MANAGEMENT AND LEADERSHIP				
Course Code	DBS-122				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / Two				
Teacher's Name	Georgios VOULGARIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To provide students with an understanding of the increasing complexity of business management and leadership in the 21st century; to help students identify with and fully comprehend the changing state of current management situations.				
Learning Outcomes	Upon successful completion of this course, students should be able to: ▪ identify and explain major developments in the history of managerial thought; ▪ describe the major components of classical, humanistic and contemporary perspectives; ▪ demonstrate an understanding of how the different approaches can be applied to the challenges facing current managers and leaders; ▪ explain the strategies that managers use to help organisations adapt in an uncertain or turbulent environment.				
Prerequisites	None		Required		
Course Content	<i>Management and leadership approaches and processes:</i> Classical, Modern, Postmodern. <i>Organisational processes:</i> Structure, Culture, Change. Global challenges (each of these themes will be considered as to how they impact on managerial action and leadership procedures and styles) - Globalisation - Technological change - Political conflict - Spirituality and management - Managing paradox - Sustainability and profitability				

Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Owen, J., <i>How to Manage: The definitive guide to effective management</i>, 5th ed., Pearson Education, latest edition, ISBN 9781292232607. Cora, M. D., and Castle, A., <i>The Global Economic Crisis</i>, CreateSpace Independent Publishing Platform, latest edition, ISBN 1530834785. Recommended Journals: Sloan Management Review. Harvard Business Review. Business Week. Academy of Management Review.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	BUSINESS LAW II				
Course Code	DBS-125				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	1 / Two				
Teacher's Name	Alexios CONSTANTINOU				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To complete the examination of the law of contract, and to introduce students to the law of negligence				
Learning Outcomes	On completion of this module, students should be able to: ▪ demonstrate knowledge and understanding of the basic principles of the Cyprus and English legal system, relevant legal institutions and principle areas of law which relate to business; ▪ seek, handle and interpret legal materials; ▪ identify legal problems which arise in a business context, provide solutions to those problems and communicate their answers effectively; ▪ analyse legal issues which arise in a given business context; ▪ demonstrate an awareness of topical developments in the law and give appropriate responses to current developments in the context of the modern day environment;				
Prerequisites	DBS-115	Required			
Course Content	<i>Reality of consent:</i> mistake; duress and undue influence; illegality. <i>Discharge of contract:</i> performance and the doctrine of frustration. <i>Discharge of liability:</i> remedies for breach of contract. <i>The Law of Torts:</i> nature of tortious liability; negligence; negligent misstatement.				
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.				

Bibliography	Recommended Reading: Adams, A., <i>Law for Business Students</i>, 10th ed., Pearson, Latest edition, ISBN-13: 9781292208428. Macintyre, E., <i>Business Law</i>, 9th ed., Pearson, Latest edition, ISBN-13: 9781292219950.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	MANAGEMENT OF SERVICES				
Course Code	DBS-126				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	1 / Two				
Teacher's Name	Dimitrios BOURLETIDES				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	To enable students to develop their knowledge, skills and competences in the subject of Managing Services.				
Learning Outcomes	Upon successful completion of this course students should be able to: ▪ discuss the central role of services in an economy; ▪ Identify the managerial implications of the distinctive characteristics of a service operation; ▪ demonstrate knowledge of how a service competes using the generic strategies of overall cost leadership and differentiation; ▪ use the 'Service Quality Gap Model' to diagnose quality problems; ▪ use the 'Service Encounter Triad' to describe a service firm's delivery process and the managerial implications.				
Prerequisites	None		Required		
Course Content	The Challenge of Services. <i>Service Management:</i> A Management Focus for Service Competition; <i>Understanding Services:</i> How can service businesses survive and prosper? The customer contact approach to Services; Classifying Services to gain Strategic Marketing Insights; <i>Designing and Delivering Services:</i> The ABCs of Service System Blueprinting; Measuring Productivity in Services; Service facility design and layout; Service facility location;				

	<i>Managing Capacity and Managing Demand: Strategies for Managing Capacity-Constrained Service Organizations,</i> <i>The Search for Service Quality: The service encounter – The service quality.</i> <i>Adding Value through Customer Service: Designing and Managing the Customer-Service Function; The Market Breaking the Cycle of Failure in Services; Forecasting demand to services;</i> <i>Managing Service Companies: Strategies for Success.</i> <i>Managing in the Service Economy.</i> <i>Service Management Effectiveness: Balancing Strategy, Organisation of Human Resources, Operations and Marketing.</i>
Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	Recommended Reading: Sanjeev, B., Fitzsimmons, J., and Fitzsimmons, M., <i>Services Management: Operation, Strategy, Information Technology</i>, Latest edition, McGraw Hill, 2019, ISBN 9781259784637. Bart, V., I., Gemmer, P., and Van Dierdonck, R., <i>Service Management: An integrated approach</i>, 3 ed., Pearson Education, Latest edition, ISBN 9780273732037. Fitzsimmons, J., and , Fitzsimmons, M., <i>Services Management</i>, Latest edition, McGraw Hill, ISBN 9780071289276. Cooper, R.G. <i>Winning at New Products: Creating Value through Innovation</i>, Revised, Updated ed, Basic Books.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	CORPORATE SOCIAL RESPONSIBILITY				
Course Code	DBS-230				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	2 / Three				
Teacher's Name	BARKAS Panagiotis				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To emphasize the centrality of ethical values such as honesty, trust, respect and fairness in the context of individual and organizational effectiveness. Utilizing Kohlberg's Theory of Moral Development, the course explores the concept of how one develops moral reasoning and the interaction of moral judgment using three Models of Management Ethics. The intent is to demonstrate the breadth of responsibility of the individual manager, organization, and corporation in making "ethical" decisions.				
Learning Outcomes	Upon completion of this course, students should be able to: ▪ understand several ethics theories and be able to apply these theories in real world settings; ▪ demonstrate a deeper understanding of the moral choices that are implicit in virtually every aspect of work life by applying the concepts to one's own experience; ▪ Demonstrate an understanding of Stakeholder Management Theory by articulating different types of ethical business dilemmas that occur on a regular basis and be able to recognize and analyze these situations based on the Stakeholder Management Framework; ▪ at the end of the analysis one must be able to reach a logical, ethical, and solid business decision based on these principles;. ▪ engage in an exploration of one's own personal value system and how that system guides her/his moral and ethical decision-making in the workplace; ▪ understand the limitations of Stakeholder Management Theory and the inherent struggles between societal and individual definitions of moral/ethical behavior.				
Prerequisites		Required			

Course Content	Definitions and Theories of CSR and other related notions. Drivers of CSR. CSR Framework and Strategy. Stakeholder Engagement and Dialogue, Issue Management. CSR Implementation. Supply Chain Management and CSR. Corporate Social Initiatives. Social Entrepreneurship and Intrapreneurship. Measuring and Reporting the Impact of CSR. The CSR Communication. Managing Negative Publicity, Crises and Misconducts related to CSR. Corporate Responsibility in Controversial Industries.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Blowfield, Mick and Murray, Alan, <i>Corporate Responsibility</i>, 3rd Edition., Oxford University Press, 2019, ISBN 9780198797753. Carroll, A.B., Brown, J. and Buchholtz, A.K. <i>Business and Society: Ethics, Sustainability and Stakeholder Management</i>, 10th Edition, 2018 Cengage Learning. Gond, J.P. and Mena, S. <i>A Very Short, Fairly Interesting and Reasonably Cheap Book about Corporate Social Responsibility</i>, Sage Publications, 2018. Wicks, A.C., Freeman, R.E., Werhane, P.H. and Martin, K.E. <i>Business Ethics: A Managerial Approach</i>. Prentice Hall, 2010, ISBN 9780131427921. Crane, A., and Matten, D., <i>Corporate Social Responsibility: Readings and Cases in a global context</i>, 2nd ed., Routledge, 2013, ISBN 978-0415683258. <i>A detailed list of readings of academic papers for this course will be provide at the end of each lecture.</i> Recommended Journals: Journal of Business Ethics. Research in Organizational Behavior. California Management Review.

	Business Ethics Quarterly. Business and Society. Business and Society Review. Economics and Philosophy.
Assessment	70% examination and 30% continuous assessment
Language	English

Course Title	SALES AND SALES MANAGEMENT				
Course Code	DBS-235				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	2 / Three				
Teacher's Name	George VOULGARIS				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	To introduce students to the discipline of sales management for the 21st century and to equip them with the tools and knowledge they need to succeed in today's increasingly complex and fast-paced environment.				
Learning Outcomes	Upon successful completion of this course students should be able to: ▪ demonstrate an understanding of the principles of sales management; ▪ evaluate the relative merits of how sales structures are organized, and recognize the importance of 'selling through others'; ▪ analyze and apply principles of successful selling; ▪ demonstrate an understanding of the finance of selling; ▪ explain alternative approaches for managing a sales force through market analysis; ▪ demonstrate knowledge how a sales force should be selected and trained.				
Prerequisites	None		Required		
Course Content	Definition of sales management and the key aspects of sales management, including planning, selling and reporting. Strategies for measuring and monitoring, including the sales funnel and hit rate metric. Different modes of selling (B2B and B2C) and their impact upon buyer and seller roles and dynamics. Consumer buying behavior process. Business buying behavior process				

	The impact of new technology on the sales management environment: the use of Skype, video conferencing on tablet devices for improved communication; online events and sales training to improve sales skills and productivity and cloud computing to improve information access. Designing and organizing the sales force and choosing the right structure: geography, product and customer-based design. Appropriate recruitment and training to develop an efficient sales force. Building and managing relationships. Ethics of behaviour, law and sales leadership Calculating margins. Payment mechanisms and terms.
Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	Recommended Reading: Hair, J., Anderson, R., Mehta, R. and Babin, B. <i>Sales Management: Building Customer Relationships and Partnerships</i>. 1st Ed. Cengage Learning, latest edition. Jobber, D. and Lancaster G. <i>Selling and Sales Management</i>, 11th ed., Pearson Education, latest edition, ISBN 9781292205021. Tanner, J., Honeycutt, E. and Erffmeyer, R. <i>Sales Management</i>, Pearson Education, latest edition, ISBN 9781292023458. Weinberg M. <i>Sales Management. Simplified: The Straight Truth</i>, AMACOM, latest edition.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	ORGANISATIONAL BEHAVIOUR				
Course Code	DBS-236				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	2 / Three				
Teacher's Name	Georgios VOULGARIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To introduce students to various aspects of organizational behavior and develop a critical orientation toward the subject matter and an awareness of the complexity of managerial and organizational problems.				
Learning Outcomes	Upon successful completion of this course, students should be able to: ▪ demonstrate an understanding of key theories and perspectives in organisation studies, and an awareness of how these theories of organisational behaviour compare and contrast; ▪ make theory-practice links by applying the concepts and perspectives introduced to organisational case studies; ▪ demonstrate the ability to critically evaluate concepts, theories and techniques.				
Prerequisites	None	Required			
Course Content	Introduction to module; individuals at work. Identity, personality and perception. Motivation and engagement. Organisational culture, power and politics. Groups and teams. Sustainability- employee happiness and wellbeing. Organisational change. Leadership and management.				

Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Robbins, S. P., and Judge, T. A., <i>Organisational Behaviour plus Pearson my MyLab Management with Pearson eText</i>, Global ed., 17 ed., Pearson Education, latest edition, ISBN 9780134793849. Newstrom, D., <i>Organisational Behavior: Human Behavior At Work</i>, 14th ed., McGraw Hill, latest edition, ISBN 9780078112829. Buchanan, D. A., and Huczynski, A. A., <i>Organisational Behaviour: Buchanan and Huczynski</i>. 10th ed., Pearson Education, latest edition, ISBN 9781292251578. John M. Ivancevich, Robert Konopaske and Michael T. Matteson, <i>Organisational Behavior and Management</i>, 11th ed., McGraw Hill/Irwin, latest edition, ISBN 9781259894534.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	INNOVATION AND ENTREPRENEURSHIP				
Course Code	DBS-237				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	2 / Three				
Teacher's Name	Thanasis RAPTIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To explain the theoretical foundations of entrepreneurship and innovation into practical, concrete applications.				
Learning Outcomes	Upon on successful completion of this course, students should be able to: - describe the main innovation and entrepreneurship theoretical foundations; - evaluate the degree of innovation and enterprise in a business - list and understand the main personal, business, market; characteristics that need to be analysed in order to embark on an entrepreneurial venture; - assess success possibilities, given a set of the necessary data regarding the critical success factors of a new business venture; - demonstrate the use of specific innovation approaches for the purpose of entrepreneurial development; - analyse and interpret relevant data using different approaches, in order to improve relevant decision making and actions; - explain their own individual entrepreneurial and innovative capacities.				
Prerequisites	DIT-121	Required			
Course Content	The role of entrepreneurship in the economy and society. The nature, characteristics and behaviour of entrepreneurs. Developing Creativity. Opportunity and Innovation. Creating Entrepreneurial Ventures.				

	Retaining and Developing Entrepreneurship as Venture Grows. Corporate Entrepreneurship and Entrepreneurship. Social Entrepreneurship. The diffusion of innovation.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Smith, D. <i>Exploring Innovation</i>, McGraw-Hill, latest edition, ISBN 0077158393. Williams, S, <i>The Financial Times Guide to Business Start-Up, 2019/20: The Most Comprehensive Guide for Entrepreneurs</i>, 31st ed., latest edition, ISBN 978129225920. <i>START UP YOUR OWN BUSINESS</i>, 6th ed., Entrepreneur press, latest edition. Recommended Journals: International Journal of Enterprise and Innovation Journal of Business Venturing. Entrepreneurship Theory and Practice. Journal of Small Business and Entrepreneurship. Venture Capital.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	PROJECT MANAGEMENT				
Course Code	DBS-238				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	2 / Three				
Teacher's Name	Theodoros KOUNADEAS				
ECTS	5	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The course is designed to help students get an overview of the project management roles and environments. Students will appreciate the project life cycle approach and study the issues and methodologies involved in managing major projects, by drawing on a wide range of practical experience in project management. Students will be exposed to practical project management techniques and tools.				
Learning Outcomes	Learning Outcomes of the course unit: Upon successful completion of this course students should be able to: 1. Define project management and describe the major tasks, duties, and responsibilities of the project manager 2. Recall the strategic importance of projects 3. Define and organize resources associated with the project 4. Identify and generate project components and activities 5. Prepare a diagram of the network and proceed with all the necessary steps for project control and assessment 6. Communicate project details to various levels of Management				
Prerequisites	None		Required		
Course Content	Course Contents: Description: Project-based management is becoming the new general management in the contemporary business world since nearly all managers are involved in projects. The course presents a systematic approach in managing projects. Topics covered include: Introduction to Project Management, What is a Project? Modern Project Management Organization Strategies and Project Selection Organization: Structure and Culture				

	Project Organization. Defining the Project. Selecting the Project Manager and Team Project definition, managing time and cost in projects, project organization, resources in projects, managing quality in projects, project initiation and close-out, risk management, performance and evaluation. Defining the scope and objectives, planning the project format. Defining the work break down structure. Diagramming the network, Developing the Schedule, Estimating Project Times and Costs, Developing a Project Plan, Managing Risk, Scheduling Resources, Reducing Project Duration. Project Implementation, Project Control and assessment, Risk and Issue management Leadership: Being an Effective Project Manager, Managing Project Team Progress. Performance Measurement and Evaluation, Project Audit and Closure.
Teaching Methodology	Lectures, Workshops, Case Studies, Group Projects
Bibliography	Recommended or Required Reading: Clifford Gray, Erik Larson: Project Management: The Managerial , Process –Mc Graw Hill. latest edition Cleland D. and Ireland L.: Project Management:Strategic Design and Implementation – Mc Graw Hill. latest edition Lewis J. : Fundamentals of Project Management – Mc Graw Hill. latest edition
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	STRATEGY FOR MANAGERS				
Course Code	DBS-240				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	2 / Four				
Teacher's Name	By present practitioners				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To enable students to identify and critically evaluate the main challenges in strategy implementation process and the ways to address them.				
Learning Outcomes	On successful completion of this module students will be able to: - Analyse different aspects of strategy formulation and implementation linking theoretical knowledge and practice, with a specific focus on change management; - Understand the issues and challenges in strategy formulation and implementation; - Identify and critically evaluate the key components of successful strategy; - Develop a profound understanding of the relationship between organisational activities contributing to strategy success and an ability to think strategically;				
Prerequisites		Required			
Course Content	- What is strategy - The Strategy Framework (the impact on strategy of the macro-environment, the industry environment, the organization's strategic capabilities). - Strategic position - Strategic choices - Strategy in action, and how strategies are formed and how they are implemented				
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies and simulations				

Bibliography	Recommended Reading: Dess, G.D., and A. Miller. <i>Strategic Management</i>. McGraw-Hill, latest edition. Ellis, J. <i>International Business Strategy</i>. Pitman, latest edition. Grant, R.M. <i>Contemporary Strategy Analysis</i>, Blackwell, latest edition. Jauch, L. R., W.F.Glueck, ,<i>Business Policy and Strategic Management</i>, Mc-Graw Hill, latest edition. Hill, C.W. and G.R. Jones, <i>Strategic Management: An Integrated Approach</i>. Houghton and Mifflin, latest edition. Segal-Horn, S. (ed.) <i>The Strategy Reader</i>. Blackwell, latest edition. Thompson, A. Jr., and A.J. Strickland, <i>Strategic Management: Concepts and Cases</i>. Irwin, latest edition. .
Assessment	Each subject has a weight of 70% attributable to the end of semester examinations: (midterm 20%, final exam 50% of a three hours duration) and 30% to continuous assessment (attendance participation in-class discussions, 10%, assignments, seminars, tests, quizzes, video participation, case studies, student presentations etc. 20%).
Language	English

Course Title	BUSINESS INTERNSHIP				
Course Code	DBS-241				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	2 / Four				
Teacher's Name	By present practitioners				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To put students learning into practice while engaging with local organizations and businesses.				
Learning Outcomes	On completion of the module, students should be able to: - Understand how organizations function - Understand of which the industry in which the internship organization operates - Demonstrate understanding of the various management aspects - Perform a business function and fulfil its role and responsibilities - Work effectively and efficiently across business settings.				
Prerequisites		Required			
Course Content	- Mode of introduction: The student is assigned an academic supervisor from the Department of Business and Management Studies, whose task is to provide guidance regarding the academic requirements the student needs to meet, and a line manager within the internship organization who supervises the student's day to day activities during the internship - An internship placement with a local organization and business - Report writing presentation, IT skills etc. within the context of the related topic. Roles and Responsibilities within the Internship: The student - Must have a strong interest in the organization and be enthusiastic about the prospect of the placement.				

- Should undertake a placement relevant to his/her interest in future employment and which is relevant to the course.
- Must be fully briefed about the placement, carry out the necessary research and have access to all contextual information i.e organization code of practice etc.
- Must fully understand the placement work to be undertaken, the content in which he/she will be working and consequently the register of language required.
- Must comply with organization rules and practice and must adhere to organization confidentiality and copyright clauses.
- Should be made aware of the rights and responsibilities within the organization. All work must be carried out in accordance with the Health and Safety regulations.
- Where appropriate, should keep a learning log updating his/her progress.
- Must complete the written work required by the College for assessment e.g. project or dissertation
- Remains a member of the College.

Completes Student Evaluation form, recording learning development and achievements.

Employers

- Are responsible for setting up the placement and designating a Mentor to each placement student.
- Think carefully about the objectives of the placement and what specialist knowledge/skills are required.
- Liaise with a member of the organization staff and provides the necessary information on the organization and the placement.
- Sign a placement agreement, drawn up by the College which outlines the placement objectives and the learning outcomes.

College

- Designates a student to a placement in accordance with student skills.
- Must ensure all parties fully understand the aims and outcomes of the placement.
- Liaises with the organization and provides the contextual information for the student.

	▪ Monitors the progress of the student – one member of the organization staff will be responsible for each student and will be the point of contact for the College. ▪ Maintains regular contact with the student. ▪ Provides academic support. ▪ Ensures that the student has sufficient information on the rights and responsibilities within the work place. ▪ Has overall responsibility for assessing the academic work produced during the placement (the organization and the College may establish together the assessment criteria in order to meet both the College requirements and the company's expected outcome of the programme). ▪ Provides guidance on integrating this learning into longer term career planning. Mode of introduction: The student is assigned an academic supervisor from the Department of Business and Management Studies, whose task is to provide guidance regarding the academic requirements the student needs to meet, and a line manager within the internship organization who supervises the student's day to day activities during the internship
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: <u>Cottrell, S.,</u> <i>Skills for success: personal development and employability</i>, 3rd ed., Red Globe Press, ISBN 9781137426529.
Assessment	As explained above.
Language	English

Course Title	MANAGERIAL ECONOMICS				
Course Code	DBS-245				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	2 / Four				
Teacher's Name	Panagiotis BARKAS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To apply economic and game theory concepts and analytical tools to the strategic management decisions of private firms in a relevant business context				
Learning Outcomes	On completion of this course, students should be able to: - understand the role of strategic variables such as prices, quantities and advertising outlays as part of a firms' profit maximizing decisions; - use analytical tools and game-theoretic solution concepts to recommend an optimal decision to a firm and predict the outcome of its interaction with the competitors; - understand how mergers, collusion, entry deterrence and product differentiation can be used by one or more market participants to affect the outcome of a strategic interaction.				
Prerequisites	DBS-110	Required			
Course Content	Game Theory Concepts - Strategic interaction, Min-max Equilibrium, Nash Equilibrium; Strategies and Markets - Competition, Market Power, Oligopoly Mergers - Mergers activity, Mergers Game-Theoretic Paradoxes, Vertical Mergers; Collusion - Cartels and tacit collusion, Sustainability of Collusion; Pricing - Personalized Pricing, Menu Pricing, Group Pricing, Behaviour-based Price Discrimination, Bundling.				
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.				

Bibliography	Recommended reading: James R., McGuigan, R. Charles Moyer, Frederick H. deB. Harris, <i>Managerial Economics: Applications, Strategies and Tactics, 14th Edition</i>, Cengage Learning, latest edition, ISBN:9781305506381. eBook: McGuigan J. R., R. C. Moyer, F. H. deB. Harris, <i>Managerial Economics: Applications, Strategy and Tactics</i>, 13e, Cengage Learning, latest edition, ISBN-10: 1285420926, ISBN-13: 9781285420929. Baye, M. and Prince, J., <i>Managerial Economics & Business Strategy</i>, 9th ed., McGraw-Hill, latest edition, ISBN13: 9781259290619. Dixit A., Skeath S., and D.H. Reiley <i>Games of strategy</i>, W. W. Norton, latest edition, ISBN: 9780393919684.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	DECISION STUDIES				
Course Code	DBS-246				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	2 / Four				
Teacher's Name	Andreas GEORGANTOPOULOS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To introduce students to a range of basic techniques in business decision making and to show how these techniques may be applied to aid the decision making process.				
Learning Outcomes	Upon successful completion of this course, students should be able to: - describe the linely objectives of firms and predict the impact of organisational structure and external conditions on their price, output and investment decisions; - appreciate the costs that imperfect information, risk and uncertainty impose upon decision-makers and explain how these might be mitigated, using appropriate techniques; - recognise the essential components of a complex business problem specify and formulate a solution, and test its sensitivity to changing assumptions; - select and apply appropriate quantitative and qualitative techniques in the analysis, solution and interpretation of business problems; - gather, filter and manipulate relevant data and use Excel spreadsheets to model and analyse the data using a number of in-built statistical and mathematical tools; - integrate a series of spreadsheets to form the basis of a Decision Support System.				
Prerequisites	DIT-121	Required			
Course Content	Introduction to business decision making. Decision analysis and decision support: (risk, uncertainty and rationality; probability, probability distributions and hypothesis testing; decision				

	making under uncertainty; creating and analysing decision trees using Excel; sensitivity analysis; the value of information Modelling business decisions: (classifying and utilising business decision models; analysing breakeven, profit and pricing decisions; simulation; linear programming and extensions) Practical business decision making: (project planning and project making; investment decisions under risk and certainty; public sector decision, using a simplified DSS).
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Anderson, D. et al., <i>An Introduction to Management Science: Quantitative Approaches to Decision Making</i>, Cengage Learning, latest edition, ISBN 9781111823610.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	HUMAN RESOURCE MANAGEMENT I				
Course Code	DBS-247				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	2 / Four				
Teacher's Name	Dimitrios BOURLETIDIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To develop an in depth understanding of the contribution of effective Human Resource Management (HRM) to the achievement of organizational objectives.				
Learning Outcomes	Upon successful completion of this course, students should be able to: - critically evaluate the human resource management function and its contribution to organizational effectiveness; - assess the appropriateness of a range of methods for the recruitment and selection of staff; - identify and assess appropriate methods of training and development and evaluate the implications of national training policies for organizations; - evaluate differing patterns of employee representation and reward systems.				
Prerequisites	DBS-236	Required			
Course Content	The nature and scope of human resource management and relative responsibilities of line managers and HR Specialists for HRM; Changing patterns of employment; the recruitment and selection process; Current developments in national training policy; the training cycle; design and delivery of learning events; management development; Performance appraisal; participants, processes, policies and procedures in employee relations; reward strategy; trends in employee reward.				

Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: R. L. Mathis, Jackson, J. H., Valentine, S., Meglisch, P., <i>Human Resource Management</i> , CENGAGE, 2017, latest edition. ISBN: 9781305500709 ebook: R. L. Mathis, Jackson, J. H., Valentine, S., Meglisch, P., <i>Human Resource Management</i> , 15th ed., CENGAGE, ISBN13: 978-1-337-33244-6. Robbins, S. P., and Judge, T. A., <i>Organisational Behaviour plus Pearson my MyLab Management with Pearson eText</i>, Global ed., 17 ed., Pearson Education, latest edition, ISBN-13: 978-0-13-479384-9. Bucharan, D. A., and Huczynski, A. A., <i>Organisational Behaviour: Buchanan and Huczynski</i>. 10th ed., Pearson Education, latest edition, ISBN-13: 9781292251578.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	COMPUTERS AND INTERNET TECHNOLOGIES				
Course Code	DIT-110				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Soteris CONSTANTINOU				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	Syllabus is developed from the National Curriculum for Senior Secondary School Computer Studies in the UK. It highlights the scope of the course for Computer Studies examinations at this level. Its structuring revolves around conceptual approach				
Learning Outcomes	On completion of this course, students should be able to: ▪ basic concepts of computer and its operations; ▪ manipulative, computational and problem-solving skills; ▪ application of software packages; ▪ operation of computer - related simple devices; ▪ on-line skills and their applications; ▪ safe attitudes and good practices on effective use of computer; ▪ potential for higher studies in Computer related area.				
Prerequisites	None		Required		
Course Content	Computer fundamentals and evolution Computer hardware Computer Software Basic Computer Operations Computer Applications Managing Computer files Developing Problem-solving skills Information and Communication Technology Computer ethics and human issues				

	Each thematic area forms a concept which is further divided into sub-concepts, elaborated and updated by the instructor.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Will be determined by the instructor
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	QUANTITATIVE METHODS FOR BUSINESS I				
Course Code	DIT-111				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Constantinos BOURLETIDIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To enable students to master basic mathematical concepts and skills needed in the business world and to provide an introductory course in basic statistical methods and their applications in Economic, Business and Social Sciences.				
Learning Outcomes	On completion of Mathematics, students should be able to: ▪ differentiate simple mathematical functions of one variable use differential calculus to solve simple, one variable unconstrained optimisation problems, use matrices to solve 2x2 simultaneous equation systems and input-output models. On completion of Statistics, students should be able to: ▪ construct frequency distributions, understand and use exploratory and bivariate data analysis, and acquire basic knowledge in Probability Theory; ▪ evaluate data and present the results in high quality reports interpret the results of statistical analyses and apply the above techniques to real-world problems.				
Prerequisites	None		Required		
Course Content	Mathematics: Functions and graphs; Linear and quadratic equations, Solution of simultaneous linear equations; Matrix algebra; Introduction to the use of linear programming in management accounting; Differentiation and Integration, maxima, minima and points of inflection; applications. Statistics: Introductory concepts; Samples and sampling methods; Descriptive Statistics: frequency distributions and graphical presentation, Exploratory data analysis techniques; applications.				

	Descriptive measures and their interpretation; applications. Bivariate analysis: Contingency tables, Correlation; applications. Introduction to Probability.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: <u>Mathematics</u> Croft, A., and Davison, R., <i>Foundation Maths</i>, 6/E, Pearson Education, latest edition, ISBN 9781292095172. <u>Statistics</u> Lind, D., Marchal, W., and Wathen, S., <i>Basic Statistics for Business and Economics</i>, latest edition, McGraw-Hill Education, ISBN 978-1260287851. Kazmier, L., Schaum's. <i>Outline for Business Statistics</i>. McGraw-Hill, 4th edition, latest edition, ISBN 9780071635271.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	QUANTITATIVE METHODS FOR BUSINESS II				
Course Code	DIT-121				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	1 / Two				
Teacher's Name	Constantinos BOURLETIDES				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To enable students to perform day-to-day calculations required in financial markets and to make business investment decision in an objective manner and to provide a course in advanced topics in statistical methods and their applications in Economic, Business and Social Sciences.				
Learning Outcomes	On completion of the Mathematics, students should be able to: - demonstrate a proficiency in simple and compound interest calculations, annuity calculations, and amortizations; - apply the knowledge gained to a variety of real-world situations. On completion of the Statistics, students should be able to: - understand the fundamental concept of discrete and continuous random variables; - determine the application of such techniques in the Science; - use the Central limit theorem within an elementary study of sampling distribution; - compute and interpret confidence intervals and perform tests of hypotheses; - master basic skills in Regression Analysis and Analysis of Variance				
Prerequisites	DIT-111	Required			
Course Content	Mathematics: Introductory Concepts of Financial Mathematics; interest and discounting; annuities; amortisation and sinking funds; Net Present Value; Bonds; Contingent Payments; Capital budgeting and depreciation. Statistics: Introductory Concepts of Inferential Statistics; discrete random variables; continuous random variables; sampling distributions, point estimation and confidence intervals; applications hypothesis testing; regression and correlation analysis; applications.				

Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: <u>Mathematics</u> Croft, A., and Davison, R., <i>Foundation Maths</i>, 6/E, Pearson Education, latest edition, ISBN 9781292095172. <u>Statistics</u> Lind, D., Marchal, W., and Wathen, S., <i>Basic Statistics for Business and Economics</i>, latest edition, McGraw-Hill Education, ISBN 978-1260287851. Kazmier, L., Schaum's. <i>Outline for Business Statistics</i>. McGraw-Hill, 4th edition, latest edition, ISBN 9780071635271.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	INTRODUCTION TO E-COMMERCE				
Course Code	DIT-230				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	2 / Three				
Teacher's Name	Georgios VOULGARIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To provide students with an introduction to the business, technological and societal issues pertaining to the emergence of the Internet as a medium for online trading of goods and services.				
Learning Outcomes	Upon successful completion of this course students, should be able to: ▪ demonstrate an understanding of the emergence of e-Commerce as a phenomenon; ▪ demonstrate an understanding of the history of the Internet, and the events in its development that resulted in the emergence of e-commerce; ▪ appreciate the current and potential future impact of Internet technologies on business from both strategic and operational viewpoints. ▪ appreciate the various strengths, weaknesses, opportunities and threats posed by e-commerce; ▪ understand the characteristics of e-commerce that differentiate it from the offline trading environment.				
Prerequisites	None	Required			
Course Content	Introduction. <i>Fundamentals and background:</i> What is E-Commerce; a brief History; understanding E-Commerce. <i>E-Commerce Infrastructure:</i> The Internet; future internet Infrastructure; the Web, features and services; mobile Apps. <i>Building an E-Commerce Presence:</i> Websites, mobile sites and apps;				

	designing and imagining an E-Commerce presence; building an E-commerce presence; choosing Software and hardware; developing a Mobile website. <i>E-Commerce security and payment systems:</i> E-commerce security Environment; security threats; technology solutions; management policies; business procedures and Public Laws; payment systems. <i>Business Models for E-Commerce:</i> E-Commerce business models; Business-to-Consumer business models; Business-to-Business business models; Enablers; How the Internet and the Web change business; Business to Business E-Commerce and Supply Chain Management; Net Marketplaces; Private Industrial Networks.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Laudon, K.C., and Traver, C. G, <i>E-Commerce: Business, Technology, Society</i>, latest edition, Pearson Education.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	OPERATIONS MANAGEMENT				
Course Code	DIT-231				
Course Type	Compulsory				
Level	Undergraduate / Diploma				
Year / Semester	2 / Three				
Teacher's Name	Thanasis RAFTIS				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To introduce students to use quantitative methods and techniques for effective decisions-making; model formulation and applications that are used in solving business decision problems.				
Learning Outcomes	On completion of the module, students should be able to: - understand the characteristics of different types of decision-making environments and the appropriate decision making approaches and tools to be used in each type; - build and solve simple Transportation Models and Assignment Model.				
Prerequisites	DIT-121	Required			
Course Content	<i>Graphical Solution:</i> Straight lines, inequalities, solution area; objective function; minimization, maximization; method of best corner; infeasible solutions; alternative optima; unboundedness; degeneracy. <i>The Simplex Method:</i> Initial table, entering and leaving variables, pivot row, improving the solution, new table; optimality rule; final table; the minimization problem; special cases; duality; dual variables; parallelism between the primal and the dual solution. <i>Sensitivity Analysis:</i> Sensitivity analysis with the graphical method; sensitivity analysis with the simplex method. <i>Transportation:</i> The transportation problem; the linear programming approach; the north west method; optimality rule; shadow prices; demand not equal to supply; maximization problem; the least-cost method; special cases; alternative optima; degeneracy; computer solutions.				

	<i>The Assignment Problem</i>: Optimality rule; the no-other-choice method; unequal dimensions; alternative optima; maximization; computer solutions; <i>Network Analysis</i>: Introduction; network diagram; activity-on-arrow and activity-on-node diagram; the minimal spanning tree problem; the maximal flow problem; the Critical Path Method (CPM); floats; crashing; cost-slope; allocation of resources.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies.
Bibliography	Recommended Reading: Anderson, D. <i>et al.</i>, <i>An Introduction to Management Science: Quantitative Approaches to Decision Making</i>, latest edition, Cengage Learning, ISBN 9781337406529. Curwin Jon, and Roger Slater. <i>Quantitative Methods for Business Decisions</i>, latest edition, Cengage, ISBN 9781408060193. Hillier, S. and Lieberman G. <i>Introduction to Operations Research</i>, 10th ed., McGraw-Hill, latest edition, ISBN 9781259545962.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	INFORMATION SYSTEMS MANAGEMENT				
Course Code	DIT-240				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	2 / Four				
Teacher's Name	By present practitioners				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	This course provides an overview of information systems technology and management in today's modern business organizations.				
Learning Outcomes	At the end of this module, students should be able to: • Critically analyse business situations and problems and understanding the role that information technology can play in solving them; • Evaluate the competitive and operational impacts of adopting new information technologies; • Recognize how decisions are made about adoption, investment, implementation, and deployment of information technology within organizations; • Know how organizations ensure their systems are reliable and available, deal with privacy and security concerns, and ensure compliance with government regulations; • Assess how changes in IT will affect both organizations and individuals; • To determine whether, when and how an organization should adopt new technology and how IT organizations can be forces for innovation.				
Prerequisites		Required			
Course Content	• Study IT infrastructure, architecture and applications used in enterprise information systems, both within organizations, and in interaction with customers, suppliers, partners and other;				

	Operational, competitive and strategic value of information technology, and how its management and governance contributes to the realization of that value.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies and simulations
Bibliography	Recommended Reading: O'Brien, J.A. & Marakas, G., <i>Management Information Systems</i> , McGraw-Hill/Irwin, latest edition.
Assessment	Each subject has a weight of 70% attributable to the end of semester examinations: (midterm 20%, final exam 50% of a three hours duration) and 30% to continuous assessment (attendance participation in-class discussions, 10%, assignments, seminars, tests, quizzes, video participation, case studies, student presentations etc. 20%).
Language	English

Course Title	COMMUNICATION IN PRACTICE I				
Course Code	DPR-130				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Despina CONSTANTINO				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To review the basic structure of English writing; to acquaint students with the basic considerations of effective business writing; to introduce students to the layout and parts of business letters and memos; and to guide students in editing and composing routine business communication.				
Learning Outcomes	On completion of the module, students should be able to: ▪ show familiarity with the basic considerations of effective business writing; ▪ demonstrate proficiency in editing and composing routine business communication; ▪ communicate effectively through the written word; ▪ write effectively memos and letters; ▪ compare the different writing styles and select the most suitable for business communication.				
Prerequisites	None		Required		
Course Content	<i>Effective writing for work:</i> Considerations involved in preparing business documents, such as the audience who will read the document, the purpose for the writing, the appropriate and effective use of style and tone in the writing, and the accuracy and truth of the information provided. <i>Elements of the writing process:</i> Definitions and illustration of brainstorming, outlining, drafting, editing and revising. <i>Revising and editing, specifically:</i> Developing three of the most important characteristics of business writing--unity, coherence and completeness.				

	<i>Interoffice communications:</i> Purpose of memos; memo format; organization of memos; types of memos. <i>Introduction to writing business letters:</i> Letter format and parts; arrangement of letters; preparing envelopes; handwriting vs. printing techniques. <i>Types of correspondence:</i> Routine enquiries and responses; transmittals. Customer relations letters, complaints and adjustments, credit and collection letters; letters for selling and promoting products and services.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies
Bibliography	Recommended Reading: eBook: Kolin, P.C. <i>Successful Writing at Work</i>, 11th ed., Cengage, latest edition. Supplementary Reading: Evans, V., and Doole, J., <i>Enterprise Grammar 4</i>, CEF Level: B2 Oxford Advanced Learner's Dictionary 9/e (HB), latest edition.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	COMMUNICATION IN PRACTICE II				
Course Code	DPR-140				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	1 / Two				
Teacher's Name	Despina CONSTANTINO				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To assist students in gaining knowledge of the types and workings of meetings within an organisation and to prepare them to compose the documentation for meetings.				
Learning Outcomes	On completion of the course, students should be able to: ▪ demonstrate writing and presentation skills; ▪ show the ability to write concise formal and informal reports and presentations; ▪ employ techniques to research, draft, compose, and edit professional documents; ▪ demonstrate ability to communicate information, present and defend their ideas, and persuade others to adopt their point of view; ▪ recognize the issues that new communication technologies raise for business writers; follow guidelines for writing appropriate and effective e-mail and learn to conduct on-line research				
Prerequisites	DPR -230	Required			
Course Content	<i>Building summarising skills:</i> Types, purposes and content of summaries; process of summarising; evaluative summaries; summarising correspondence. <i>Understanding business data:</i> Building comprehension of business and technical passages, learning to understand, interpret and express in				

	written form the message of visually presented data, such as pie charts and bar charts, Gantt charts and various types of graphs. <i>Writing short reports:</i> How to organize and present relevant data on any topic that a company or agency requires in order to monitor day to day operations and to make decisions in the short run. <i>Meetings:</i> Value, structure, organisation and procedure of committees; preparation of notice of meeting, agenda and minutes. <i>Special office tasks:</i> Terminology and documents used in Accounting, Insurance, Legal, Manufacturing, and other offices. Problem simulations. Case studies.
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies
Bibliography	Recommended Reading: eBook: Kolin, P.C. <i>Successful Writing at Work</i>, 11th ed., Cengage, latest edition. Supplementary Reading: Evans, V., and Doole, J., <i>Enterprise Grammar 4</i>, CEF Level: B2 Oxford Advanced Learner's Dictionary 9/e (HB), latest edition.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

Course Title	THEMES AND PERSPECTIVES IN PSYCHOLOGY I				
Course Code	DPS – 110				
Course Type	Elective				
Level	Undergraduate / Diploma				
Year / Semester	1 / One				
Teacher's Name	Rafaela Orphanides				
ECTS	5	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	To provide students with a framework for understanding the history, development, and current range of psychological perspectives.				
Learning Outcomes	On completion of the course, students should be able to: ▪ acquire knowledge of the history, development and current range of psychological perspectives; ▪ comprehend the philosophical origins of psychology and the subsequent changes of the field; ▪ appraise the perspectives taken as a consequence of theoretical development and the thinkers that shaped the theories; ▪ relate past, current and developing areas of study and inter-relate them within an understanding of the historical context of psychological theory.				
Prerequisites	None	Required			
Course Content	An introduction to the field and study of psychology: the various perspectives which generated the impetus for the development of the subject. A review of both, the philosophical origins of psychology and the subsequent changes that shaped the field, and the major perspective taken as a consequence of theoretical development and the thinkers that shaped the theories.				
Teaching Methodology	A mixture of lectures and small group teaching (called classes, seminars, workshops or tutorials) plus case studies				

Bibliography	Recommended Reading: Feldman, R. S., <i>Understanding Psychology</i>, latest edition, McGraw Hill, ISBN 9781260194524. Leahey, T. H., <i>A History of Psychology: Main Currents in Psychological Thought</i>, latest edition, Pearson Education. Recommended Journal: The journal of Psychology.
Assessment	70% Examinations (50% Semester exam & 20% Term exam), 30% Continuous assessment (class attendance, participation in the class, mock exams, small group projects, case studies etc.)
Language	English

ANNEX 006

CV – Academic Staff

- Professor Papalexandris Nancy (*Visiting*)
- Professor Petridou Eugenia (*Visiting*)



ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION



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The Philips College

EUGENIA PETRIDOU

Visiting Professor



Academic Personnel Short Profile / Short CV

Institution:	THE PHILIPS COLLEGE
Surname:	PETRIDOU
Name:	EUGENIA
Rank/Position:	Visiting Professor
Programme of Study:	Diploma in Business Studies
Scientific Domain: *	Management

**Field of Specialization*

Academic qualifications (list by highest qualification)

Qualification	Year	Awarding Institution	Department	Thesis title
Ph.D	1992	Aristotle University of Thessaloniki	Department of Economics	Evaluation Research of Managers' Training
Post-graduate degree	1976	Aristotle University of Thessaloniki	Department of Economics	
Bachelor Degree	1974	Aristotle University of Thessaloniki	Department of Economics	

Employment history in Academic Institutions/Research Centers – List by the three (3) most recent

Period of employment		Employer	Location	Position
From	To			
1975	present	Aristotle University of Thessaloniki	Thessaloniki	Emeritus Professor Assistant of Professor, Lecturer, Assistant Professor, Associate Professor, Professor, Dean
2013	present	National Kapodistrian University	Athens	Visiting Professor, Post graduate Courses
2011	present	Piraeus University	Piraeus	Visiting Professor, Post graduate Courses

Key refereed journal papers, monographs, books, conference publications etc. List the five (5) more recent and other five (5) selected –(max total 10)

Ref. Number	Year	Title	Other authors	Journal and Publisher/ Conference	Vol.	Pages
1	2018	Venture performance factors in creative industries: a sample of female entrepreneurs.	Mylonas N.	<i>Gender in Management</i>	Vol. 33 No. 5,	385-404.
2	2017	Corporate social responsibility and pro-environmental	Gkorezis, P	<i>European Journal of International Management</i>	11(1)	1-18

		behavior: organizational identification as a mediator.				
3	2017	Examining the impact of creativity on entrepreneurship intentions: the case of potential female entrepreneurs.	Mylonas, N., Kyrgidou, L.,	<i>World Review of Entrepreneurship, Management and Sustainable Development,</i>	13(1)	84-105
4	2016	Greek academics' intention to migrate during financial crisis: A moderated mediation model, and,	Gkorezis, P., Bellou, V.	<i>International Journal of Employment Studies</i>	24(2)	56-72.
5	2016	The impact of supervisor humor on newcomer adjustment: the mediating role of relational identification,	Gkorezis, P., Lioliou, A	<i>Leadership and Organization Development Journal,</i>	37(4)	540-554
6	2011, 3η έκδοση 2001, 2 ^η έκδοση, 1997, 1 ^η έκδοση	“Διοίκηση – Μάνατζμεντ. Μια Εισαγωγική Προσέγγιση» Management: An Introductory approach, 3d edition 2011, 2 nd ed. 2001, 1 st ed. 1997		Θεσσαλονίκη, Εκδόσεις «σοφία» ISBN, 978-960-6706-48-6.		σελ. 535.

7	2012	The effect of perceived external prestige on Greek public employees' organizational identification: gender as a moderator	Gkorezis, P., Mylonas N.	<i>Gender in Management: An International Journal</i> ,	27(1)	51-62.
8	2009	"E-mentoring women entrepreneurs: Discussing participants' reactions"		<i>Gender in Management: An International Journal</i> ,	vol. 24, no.7	523-542
9	2003	Evaluation Research in Higher Education: Opportunities and trends.		<i>Scientific Yearbook of University of Macedonia-Greece. Honorary book for Prof. Maria Delivani.</i>		743-780.
10	2007	Bank Service Quality: Empirical evidence from Greek and Bulgarian retail customers"	C.Spathis, N.Glaveli, C.Liassides	<i>International Journal of Quality and Reliability Management</i> ,	Vol..24, n. 6	568-585
11	1997	Upgrading Managerial Work in the Greek Civil Service"	S. Kufidou, D. Mihail	<i>International Journal of Public Sector Management</i> ,	Vol. 10, No 4,	244-253



12	2015	"Lifelong learning programs advancing horizontal social skills"		Center for the Development of Educational Policy, of Greek Employees Union (GSEE)	Distance learning textbook	
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**Exhibitions (where applicable). List the five (5) more recent and other five (5) selected.
(max total 10)**

Ref. Number	Date	Topic	International / Local	Location*	Role in Exhibition
1					

**Specify venue, geographic location etc*

**Research Projects. List the five (5) more recent and other five (5) selected
(max total 10)**

Ref. Number	Date	Title	Funded by	Project Role*
1	2010-2016	"Entrepreneurship and Innovation Unit of Aristotle University of Thessaloniki (AUTH),	European Operational Program, for Education and Lifelong Learning – Employment and Career Structures (ΕΠΕΑΕΚ, ΕΣΠΑ)	AUTH's Scientifically responsible
2	2014-15	"Lifelong learning programs advancing horizontal social skills"	European Union, Center for the Development of Educational Policy, of Greek Employees Union (GSEE)	Author of distance learning textbook titled : " Entrepreneurial practices for facing economic crisis and negative economic circumstances,- Entrepreneurial operations in Economic crisis environment"

3	2002-2008	“Reinforcing entrepreneurial and innovative actions, by introducing entrepreneurial courses for students. ΕΠΕΑΕΚ, 3.1., action 3.1.2.»	European Operational Program, for Education and Lifelong Learning – Employment and Career Structures (ΕΠΕΑΕΚ, ΕΣΠΑ)	Scientifically responsible
4	2005-2008	Alumnus Research of AUTH	.Research Committee AUTH	Scientifically responsible
5	2006	Managing Educational Organizations and Quality	Research Committee AUTH, Scientific Network “Educational Management (MGTEU)	Scientifically responsible
6	2005-07	“Employment of economic immigrants in agricultural sector, by acquiring occupational skills though supporting structures”.	Operational Program, European Initiative, EQUAL, Action 3.1.	External evaluation researcher
7	2007	‘Model areas and lifelong learning promotion systems and practices”	Operational Program, European Initiative, EQUAL, II, Action 1.	Member of the working group
8	2001-2002	“Strategic Operational Development Plan of AUTH”	AUTH	Member of the working group
9	2005	“Strategic Operational Development Plan of AUTH” Updating .	AUTH	Member of the working group
10	2000-2001	“Self-Evaluation Report of Aristotle University of Thessaloniki” CRE Institutional Review Programme,	AUTH	Member of the working group, as well as of the supporting group

*Project Role: i.e. Scientific/Project Coordinator, Research Team Member, Researcher, Assistant Researcher, other

Academic Consulting Services and/or Participation in Councils / Boards/ Editorial Committees.

List the five (5) more recent (Optional Entry)

Ref. Number	Period	Organization	Title of Position or Service	Key Activities
1	2013-2017	AUTH	Dean of the Faculty of Economic and Political Sciences, AUTH	Coordination of the Educational, Research and Managerial activities of 3 Schools (School of Economics, School of Political Sciences, School of Journalism and Mass Media Communication). Member of AUTH's Senate.
2	2011-2013	AUTH	Vice President of School of Economics	Coordination of the educational and managerial procedures of the School of Economics. Member of AUTH's Senate
3	2010-2016	AUTH	Scientifically responsible of the "Entrepreneurship and Innovation Unit of Aristotle University of Thessaloniki (AUTH),	Coordination of the 17 Schools' educational and practical activities towards achieving students' entrepreneurial skills.
4	2010-2013	AUTH	Coordinator of the Internal Evaluation Team of School of Economics, AUTH	Research, study and develop the annual evaluation reports of the School of Economics.
5	2000-01	AUTH	Member of the working group for the "Self-Evaluation Report of Aristotle University of Thessaloniki" and also member of the supporting group of the evaluation process by the European Universities Association /Institutional Review Program.	Research, study and develop the «AUTH's Evaluation report -review" for the external evaluation.
6	2002-05 2013-07	AUTH	Member of the working group for the Strategic Operational Development Plan of AUTH.	Research, study and develop of AUTH's Strategic Operational Development Plan.
7	2013-17 1978-79		Member of the working group for the preparation of the Organizational chart of AUTH.	Research, study and develop of AUTH's Organizational chart



**Awards / International Recognition (where applicable). List the five (5) more recent and other five (5) selected.
(max total 10) (Optional Entry)**

Ref. Number	Date	Title	Awarded by:
1	2016	"Entrepreneurship and Innovation Unit of Aristotle University of Thessaloniki: Best practise (20 th position of all the Greek financed programs by the European Social Fund during 2007-2013).	Greek authorized committee for coordination of the European Social Fund activities. (ΕΥΣΕΚΤ)

Other Achievements. List the five (5) more recent and other five (5) selected. (max total 10) (Optional Entry)

Ref. Number	Date	Title	Key Activities:
1			



ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION



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The Philips College

NANCY PAPALEXANDRIS

Visiting Professor



Academic Personnel Short Profile / Short CV

Institution:	THE PHILIPS COLLEGE
Surname:	PAPALEXANDRIS
Name:	NANCY
Rank/Position:	Visiting Professor
Programme of Study:	Diploma in Business Studies
Scientific Domain: *	Human Resource Management, women in management, organisational behaviour, cross cultural management, small-medium enterprises, issues in public administration, public relations and communications.

**Field of Specialization*

Academic qualifications (list by highest qualification)

Qualification	Year	Awarding Institution	Department	Thesis title
Doctor of Philosophy in Management	1986	University of Bath, U.K.	School of Management	Management Development Practices in Manufacturing Firms in Greece
Master of Arts in Business Education	1972	New York University, U.S.A.		
Bachelor of Science in Business Administration	1966	Pierce College		

Employment history in Academic Institutions/Research Centers– List by the three (3) most recent

Period of employment		Employer	Location	Position
From	To			
2015	Today	Athens University of Economics and Business	GREECE	Academic Advisor of the Post Graduate Master's Program in Human Resource Management
2011	2015	Athens University of Economics and Business	GREECE	Academic Co-ordinator of the Post Graduate Master's Program in Human Resource Management
2002	2011	Athens University of Economics and Business	GREECE	Director of the Post Graduate Master's Program in Human Resource Management
2001	2007	Athens University of Economics and Business	GREECE	Vice-Rector for Academic Affairs and Personnel of AUEB
2000	2011	Athens University of Economics and Business	GREECE	Professor of Human Resource Management at the Department of Marketing and Communication

Key refereed journal papers, monographs, books, conference publications etc. List the five (5) more recent and other five (5) selected –(max total 10)

Ref. Number	Year	Title	Other authors	Journal and Publisher/ Conference	Vol.	Pages
1	2017	Women in Management in Worldwide: Signs of Progress		Routledge, 3 rd edition		
2	2016	Mediterranean HRM – Key Trends & Challenges	Stavrou-Costea, E.,	International HRM: Contemporary issues in Europe	Taylor and Francis, 3 rd edition	

3	2013	Measuring Workplace Bullying in Organisations	Galanaki, E.,	International Journal of Human Resource Management	24,11	2107-2130
4	2012	Job and Organisational attitudes in relation to financial performance in Greek retail banking: An exploratory empirical investigation	Dimitriades, Z.,	International Journal of Human Resource Management		793-807
5	2011	Managerial values and employee commitment in a cultural context	Alas, R., Niglas, K., Galanaki, E.,	Transformations in Business and Economics	10,2	42-59

**Exhibitions (where applicable). List the five (5) more recent and other five (5) selected.
(max total 10)**

Ref. Number	Date	Topic	International / Local	Location*	Role in Exhibition
1					
2					

**Specify venue, geographic location etc*

Research Projects. List the five (5) more recent and other five (5) selected (max total 10)				
Ref. Number	Date	Title	Funded by	Project Role*
1	1993-present	CRANET international research network on comparative research in Human Resource Management	Cranfield Business School, UK and University of Pennsylvania, USA	Scientific Coordinator
2	1989-95	program FOCUS	EU	
3	1995 to present	Program GLOBE	Wharton Business School, University of Pennsylvania, USA	Scientific Coordinator

*Project Role: i.e. Scientific/Project Coordinator, Research Team Member, Researcher, Assistant Researcher, other

Academic Consulting Services and/or Participation in Councils / Boards/ Editorial Committees. List the five (5) more recent (Optional Entry)				
Ref. Number	Period	Organization	Title of Position or Service	Key Activities
1	2018	present	President of the Bio-Ethics Committee of the Institute for Biomedical Research of the Academy of Athens	
2	2012	2020	President of the Greek Association of Women University Faculty Members	
3	2012	2014	Head of the HR Committee of the Ministry of the Health in collaboration with the E.U. Task Force	
4	1997	2012	Member of the Editorial Board of the Scientific Journal "Employee Relations" by UMIST	
5	1990	1994	Member of the Board of Directors of the Central Bank of Greece	



**Awards / International Recognition (where applicable). List the five (5) more recent and other five (5) selected.
(max total 10) (Optional Entry)**

Ref. Number	Date	Title	Awarded by:
1			

**Other Achievements. List the five (5) more recent and other five (5) selected.
(max total 10) (Optional Entry)**

Ref. Number	Date	Title	Key Activities:
1			

