

Doc. 300.1.2

Date: 07/09/2020

Higher Education Institution's Response

- **Higher education institution:**

The Cyprus Institute of Marketing

- **Town:** Nicosia

- **Programme of study (Name, ECTS, duration, cycle)**

In Greek:

ΔΙΟΙΚΗΣΗ ΕΠΙΧΕΙΡΗΣΕΩΝ ΜΕ ΕΠΙΛΟΓΗ
ΕΠΙΚΕΝΤΡΩΣΗΣ ΣΤΟ ΜΑΡΚΕΤΙΝΓΚ (4 ΧΡΟΝΙΑ,
ΠΤΥΧΙΟ)

In English:

BUSINESS MANAGEMENT WITH AN OPTIONAL
CONCENTRATION IN MARKETING (4 YEARS,
BACHELOR OF ARTS)

- **Language of instruction:** English

- **Programme's status**

New programme:

Currently operating: ✓

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 and 2016” [N. 136 (I)/2015 and N. 47(I)/2016].

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) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
 - *the findings, strengths, areas of improvement and recommendations of the EEC*
 - *the deficiencies noted under the quality indicators (criteria)*
 - *the conclusions and final remarks noted by the EEC*
- *The HEI’s response must follow below the EEC’s comments, which must be copied from the external evaluation report (Doc. 300.1.1).*
- *In case of annexes, those should be attached and sent on a separate document.*

1. Study programme and study programme's design and development

Areas of improvement and recommendations

Based on conversations with students and our own assessment, we do not see general areas that require significant improvement. All key quality metrics are met. We would like to make some optional, minor recommendations however that may allow some further refinements:

We would like to begin by expressing deep and sincere thanks to the panel of experts; their comments are invaluable and their recommendations extremely grateful.

- 1. It would be good to have a list of administrators who can be contacted in relation to typical student queries. This list may exist already but it would be useful to have to easily accessible to all students.*

Administration list is attached (Annex 1) and is also publicly available at <https://cima.ac.cy/administrative-team/>

- 2. Given that the concentration in Marketing is a spotlight feature of this programme, it might make sense to actually define what Marketing is (and what it is not) at the outset of the programme. For instance, the definition from the AMA could provide a meaningful starting point. Such a definition would also allow a clear communication of the added value gained for students when choosing to opt for the concentration in Marketing.*

We fully agree and adopt the AMA definition: "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. (Approved 2017)". We also fully endorse the definition of the Chartered Institute of Marketing (CIM – UK) which is a long-time partner of our Business School: "Marketing is the management process responsible for identifying, anticipating and satisfying customer requirements profitably."

- 3. It would be useful to ensure that textbooks are up to date. Whilst most content from older versions of textbooks is still applicable, it is an option to renew some materials (e.g. the textbook in the BCS112 course is dated 2014, and for BMS114 the key reading is from 2008 and 2012 for example)*

We fully agree with the Panel's recommendation and all Reading Lists have been updated accordingly. (See Annex 3).

- 4. It would be good to go beyond general descriptors in the assignment section and outline what type of assignment exactly is conducted for each module (e.g. most courses just state "Assignments may take the form of a case study, group project/presentation or individual report"). This will also help to ensure a good spread of different assessment methods and learning activities, and a mix of formative and summative types of testing.*

This point has been amended accordingly. (See Annex 2).

- 5. Perhaps some titles of topics could be modified, to make it more clear how its' delivered content will differ (e.g. the 'Consumer Behaviour' course, week 13 and 15, looking at the title, and week 22 and 23 seem similar).*

This point has been amended accordingly. (See Annex 2).

- 6. As to the 'Public Relations' module, some of the topic titles would benefit from specification (e.g. the topics titled 'Management', 'Communication', and 'Research') to allow students a better orientation and possibility of preparation.*

This point has been amended accordingly. (See Annex 2).

2. Student – centred learning, teaching and assessment

Areas of improvement and recommendations

We do not see any particular need for improvements as quality criteria meet all expectations.

- 1. There is one aspect which perhaps could be further strengthened, relating to the details provided on how research influences the students' learning experience and the particular research skills acquired.*

We have been trying to institutionalise a research culture at CIM over the best part of the last decade. As part of this effort, we have been committed to communicating to our faculty, staff, and students that research extends well beyond specialised work carried out by academic working away from the classroom – but that instead research informs (and should inform) all aspects of teaching. By research-informed teaching, we mean:

- research-led: students are taught research findings in their field of study through bibliography and through the lecturer communicating what's the latest in the field
- research-oriented: all lecturers should involve exercises and assessments through which students learn research processes and methodologies
- research-tutored: in class or online group chats should steer students towards learning through critique and discussion between themselves and lecturers
- research-based learning: assignments test students' ability to learn as researchers.

- 2. Discussions with students and staff reassured as that the expertise and resources available are of the highest level, and students had a clear understanding of the value of various research methods and criteria. Given this, it would be good to make this more prevalent in the descriptors for each module. We suggest this to be made explicit since it actually presents an additional indicator of quality for this degree.*

We thank the committee for their point and we will make all amends on the course material to inform students (and further stress to faculty) the different ways in which teaching at CIM is research-informed.

We fully agree and the module descriptors have been updated accordingly (see Annex 2).

- 3. Students also reported that they would like to see an increase in practical, applied activities, in particular visiting corporations, face-to-face networking and shadowing internal business processes. This request is probably owed to the current Covid19 situation, during which physical site visits and interactions need to be limited for safety purposes. We feel that the general provision of hands-on experiences for this programme has been adequate and is sufficient as long as it retains the original format once it becomes safe to do so again.*

We fully agree and this is one of the most important benefits of our Strategic Partnership with 16 Leading Organisations representing all sectors of the industry.

- 4. It might also be an idea to link the GPI450 Graduate project to the newly set up CIM journal, which looks like a very promising research outlet and opportunity for student co-creation.*

We again thank the committee for raising this valuable point. Responding to this need – and in some ways anticipating this feedback – CIM set up a scheme under which Master students could carry out their dissertation within one of the research clusters and under the supervision of a Fellow of the Cyprus Centre for Business Research, with a view to turning their dissertation into a publishable work (please see here, bottom of page, for research opportunities available to CIM Master students=: <https://cima.ac.cy/research/>) In addition, the Research Centre has institutionalised an award for the top 3 dissertations. The award is monetary and at the same time includes automatic publication of the dissertation (in a bridged form) in the CIM journal. We take the committee's point and will extend the scheme and award to our Undergraduate students working on their Graduate Project..

- 5. The somewhat higher composition of the Limassol campus on the international student market potentially forms a challenge for the proposed programme given the Covid19 challenge, yet CIM can easily capture more students from the Cypriot market given its strong brand reputation, if needed.*

The international students studying in Limassol are still based in Cyprus and we don't depend on international recruitment for either campus.

3. Teaching staff

Areas of improvement and recommendations

We have no particular recommendations in this respect. Everything is in order and well-aligned with best practices carried out by UK HEIs. CIM has a long tradition in delivering business education, in particular in marketing, and this shows in the staff resources and status of the programme.

- 1. Perhaps the programme could be enriched with short term visiting staff who will deliver courses in blocked teaching modes, according to the interviewed students. However, CIM management are aware of this and are working on this area too.*

We fully agree and as the Panel notes we are working on this area too.

4. Student admission, progression, recognition and certification

Areas of improvement and recommendations

According to the responses by the interviewed pupils, the social experience of students could be improved, but this cannot be realistically happen during the COVID-19 pandemic.

We fully agree and as the Panel has been informed we are working on this area too.

5. Learning resources and student support

Areas of improvement and recommendations

No particular area for improvement is identified. The resources are just suitable for the smooth delivery of the Bachelor programme under evaluation.

B. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Dr Christos Hadjiyannis	Director of Quality	<i>Christos Hadjiyannis</i>
Dr Myria Kkali	BBM Programme Coordinator Nicosia	<i>Myria Kkali</i>
Dr Katerina Pavlou	BBM Programme Coordinator, Limassol	<i>Katerina Pavlou</i>

Date: 7th September 2021

ANNEX 1
LIST OF ADMINISTRATORS

Nicosia Campus	
Name	Position
Marios Charalambides	Director of Student Affairs
Christina Theophanides	Academic Registrar
Linda Al-Samahiji	Admissions Officer
Ewa Petrou	Student Affairs Officer
Irene Vasiliadou	Admissions Officer & IT Officer
Maria Zambakidou	Student Affairs Officer
Georgia Sotiriou	Librarian
Limassol Campus	
Name	Position
Elena Makedona	Campus Manager
Sophia Nicolaou	Students Affair & Accounts Officer
Veronica Georgiades	Student Affairs & IT Officer
Natalie Vavlitou	Admissions Officer
Jenny Charalambous	Academic Officer
Evgenia Demetriou	Librarian

ANNEX 2

MODULE DESCRIPTION

Course Title	BUSINESS COMMUNICATION AND SKILLS FOR SUCCESS				
Course Code	BCS112				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Dr Christos Hadjiyiannis				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>Business Communication and Skills for Success aims to improve students' language skills for communicating effectively in the world of business. They will learn how to write successful business assignments and a range of workplace documents; develop strategies for reading complex texts on business topics; be able to give effective presentations; take part in business negotiations and academic discussions and communicate clearly and effectively in both written and spoken situations. This module also aims to help students understand the key elements of employability; what employers want and how to gather relevant information on their future work environment. Additionally, they will learn to create a professional development plan to enhance employability and develop tools to apply for future opportunities such as CVs, cover letters, application forms and interview strategies.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • demonstrate an understanding of internal and external business communication practices; • engage in conversations and correspondence about business goals, tasks and processes using a variety of spoken and written forms; • scan and skim business documents, selecting pertinent details for a given task; • demonstrate knowledge and understanding of the appropriate language and styles used in formal and informal presentations and meetings with business colleagues of all levels; • listen effectively and be able to summarise business and social content verbally; • demonstrate interview skills • develop self-awareness for success in learning and employment 				
Prerequisites	None		Required		
Course Content	<p>Week 1: Professional Communication in a Digital, Social, Mobile World Week 2: Collaboration, Interpersonal Communication and Business Etiquette Week 3: Communication Challenges in a Diverse, Global Marketplace</p>				

	<p>Week 4: Planning Business Messages Week 5: Completing Business Messages Week 6: Crafting Messages for Digital Channels Week 7: Writing Routine and Positive Messages Week 8: Writing Negative Messages Week 9: Writing Persuasive Messages Week 10: Planning Reports and Proposals Week 11: Writing Reports and Proposals Week 12: Completing Reports and Proposals Week 13: Developing and Delivering Business Presentations Week 14: Understanding and improving your Personal Performance Week 15: Successful Self-Management Week 16: Assignment Feedback Week 17: People skills Week 18: Successful Problem-Solving and Task Management Week 19: Thinking Outside of the Box Week 20: What do Employers Really Want Week 21: Building Careers and Writing Resumes Week 22: Applying and Interviewing for Employment Week 23: Interview Practice Week 24: Getting the Job You Want Week 25: Maintaining Good Personal Records Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Bovee, C. L., and Thill, J. V. (2017). <i>Excellence in Business Communication</i>. Pearson.</p> <p>Cottrell, S. (2015). <i>Skills for Success: Personal Development and Employability</i>. Macmillan.</p> <p><u>Recommended reading</u></p> <p>Geraldine E. Hynes, Jennifer R. Veltsos (2018) <i>Managerial Communication, Strategies and Applications (7th ed)</i>, Sage Publishing</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p>

	A2: Written Exam (Weighing 70%)				
Language	English				
Course Title	BUSINESS MATHEMATICS and STATISTICS				
Course Code	BMS114				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Dr Katerina Pavlou				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The course introduces students to the theory and problems of mathematical and statistical techniques applicable to the world of commerce and management. Students will understand the basic concepts and apply useful formulae and results directly to the business problems. Students will be exposed to real life problems, both solved and unsolved, applying different mathematical and statistical techniques.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • <i>Apply mathematical and statistical concepts, principles and methods, with guidance</i> • <i>Demonstrate the ability, using defined techniques, to carry out mathematical and statistical calculations</i> • <i>Obtain solutions to well defined numerical problems</i> • <i>Know and understand a range of simple and more advanced methods for analysing business data</i> 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Mathematical Fundamentals</p> <p>Week 2: Mathematical Fundamentals</p> <p>Week 3: Financial Mathematics Part (a)</p> <p>Week 4: Financial Mathematics Part (a)</p> <p>Week 5: Financial Mathematics Part (b)</p> <p>Week 6: Financial Mathematics Part (b)</p> <p>Week 7: Sampling Methods</p> <p>Week 8: Tables, Charts, Summary Statistics – measures of central tendency</p> <p>Week 9: Summary Statistics – measures of central tendency</p>				

Week 10: Summary Statistics – measures of variability

Week 11: Summary Statistics – measures of variability

Week 12: Index Numbers – measuring change

Week 13: Index Numbers – measuring change

Week 14: Index Numbers – measuring change

Week 15: Index Numbers – measuring change

Week 16: Assignment Feedback

Week 17: Correlation

Week 18: Correlation

Week 19: Regression

Week 20: Regression

Week 21: Probability and expected payoff

Week 22: Probability and expected payoff

Week 23: Probability and expected payoff

Week 24: Probability and expected payoff

Week 25: Revision

Week 26: Revision

Weeks 27-28: Examinations

Teaching Methodology

This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.

Bibliography

Key text

N Das, Dr. J K Das, (2017) Business Mathematics and Statistics. McGraw Hill.

Agresti, A. (2018). Statistical Methods for the Social Sciences (5th Ed.). Pearson

Recommended reading

Organisational Research Methods Journal

Journal of Business Research

Organisational Research Methods Journal Journal of Business Research

Jacques, I., (2018). Mathematics for Economics and Business (9th Ed.). Pearson.

Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., and Cochran, J. J.

(2016). Quantitative Methods for Business (13th Ed.). Cengage Learning.

Oakshott, L., 2020. Essential Quantitative Methods: For Business, Management, and Finance. 7th ed. Red Globe Press

Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual In-class Test (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	PRINCIPLES OF MARKETING				
Course Code	POM111				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Mrs Elena Makedona				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This course provides students with a good knowledge of the basic precepts of marketing and, in particular, a sound grasp of the marketing concepts and its applications. The course aims to provide students with a strong understanding about the major decisions facing marketing executives and top management in relation to building marketing strategies, building and managing strong value creating brands, sustainable marketing measuring and managing returns. Students will be provided with the foundation for analysing markets and developing marketing plans in the more advanced modules in the program.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • demonstrate an understanding of key marketing concepts and theories; • understand how organisations identify customers and their wants/needs; • understand the segmentation process and what influences buying behaviour in business and consumer markets • Identify the elements of the marketing mix and discuss important factors affecting each element; • apply key frameworks and methods, and develop analytical skills to solve marketing problems; • relate the impact of marketing and its integration within the business industry through case studies 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Marketing; Creating Customer Value and Engagement Week 2: Company and Marketing Planning Week 3: Analysing the Marketing Environment Week 4: Managing Marketing Information to Gain Customer Insight Week 5: The Marketing Plan Week 6: Consumer Markets and Buyer Behaviour Week 7: Business Markets and Business Behaviour Week 8: Customer Value Driven Strategy Week 9: Products, Services and Brands. Building Customer Value Week 10: New Product Development and Product Life Cycle Strategies Week 11: Managing the Product Life Cycle Week 12: Pricing; Understanding and Capturing Customer Value Week 13: Pricing Strategies additional considerations</p>				

	<p>Week 14: Retailing and Wholesaling Week 15: Engaging Consumers and Communicating Customer Value Week 16: Assignment Feedback Week 17: Advertising and Public Relations Week 18: Personal Selling and Sales promotions Week 19: Extended Marketing Week 20: Creating Competitive Advantage Week 21: The Global Market Place Week 22: introduction Market Entry Strategies Week 23: International Strategy Case Study Week 24: Sustainable Marketing Week 25: Societal Concerns Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Kotler, P., and Armstrong, G., Harris L.C. and Piercy, N. (2017). <i>Principles of marketing</i> (7th Ed.). Pearson.</p> <p><u>Recommended reading</u></p> <p><i>European Journal of Marketing</i></p> <p><i>International Marketing Review</i></p> <p><i>Journal of The Academy of Marketing Science</i></p> <p>Kisholoy Roy (2016) <i>Case Studies for Marketing Students</i>, Copyrighted</p> <p>Sharp, B. (2018). <i>Marketing: Theory, Evidence, Practice</i> (2nd Ed.) Oxford University Press.</p> <p>Fabian Geyrhalter (2016) <i>How to Launch a Brand - SPECIAL WORKBOOK EDITION (2nd Ed.): Your Step-by-Step Guide to Crafting a Brand: From Positioning to Naming and Brand Identity</i>. Brandnro Publishing</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lectured material but also include judgment questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	<p>English</p>

Course Title	FUNDAMENTALS OF MANAGEMENT				
Course Code	FOM115				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Dr. Marios Georgiou				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This course is an overview of the major functions of management. The course examines the basic managerial functions of planning, organising, staffing, leading and controlling in the contemporary environment through a variety of theories and models for an effective managerial decision-making. Emphasis is on basic managerial functions of planning, organising, controlling and leading through a variety of theories and models for an effective managerial decision-making. Upon completion, students should be able to work as contributing members of a team utilising these functions of management.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • demonstrate an understanding of the managerial functions of planning, organising, staffing, leading and controlling; • develop the skills to relate scientific and theoretical principles of management to the practical aspect of management; • demonstrate the ability to exercise managerial functions in the contemporary competitive environment; • discuss the importance of setting objectives in leading, motivating and evaluating employees in organisations • Recognise the importance of group dynamics and conflict management. • Understand diversity and dealing with organisational change 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Management and its History Week 2: The Changing Environment-Organisational Culture Week 3: Integrated Managerial Issues Week 4: Ethics and Corporate Social Responsibility in Management Week 5: Problem Solving /Decision Making Week 6: Foundations of Planning Week 7: Organisational Design Week 8: Introduction to Change Management Week 9: Managing Diversity Week 10: Individual Behaviour Week 11: Understanding Group Formation Week 12: Managing Work Teams Week 13: Management of Conflict Week 14: Stress Management</p>				

	<p>Week 15: Motivating and Rewarding Employees I</p> <p>Week 16: Assignment Feedback</p> <p>Week 17: Motivating and Rewarding Employees II</p> <p>Week 18: Leading /Leadership Theories I</p> <p>Week 19: Leading /Leadership Theories II</p> <p>Week 20: Managing Communication</p> <p>Week 21: Managing Technology</p> <p>Week 22: Foundations of Control</p> <p>Week 23: Operations Management</p> <p>Week 24: Value Chain Management</p> <p>Week 25: Management for the Present and the Future</p> <p>Week 26: Revision</p> <p>Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Robbins, S. P., DeCenzo, D. A., and Coulter, M. K. (2017). <i>Fundamentals of Management</i> (10th Ed.). Pearson</p> <p><u>Recommended reading</u></p> <p><i>Academy of Management Journal</i></p> <p><i>Journal of Management</i></p> <p><i>Journal of Management Studies</i></p> <p><i>European Management Review</i></p> <p>David Bodd (2016) <i>Management: An Introduction</i> Pearson</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	<p>English</p>

Course Title	INTRODUCTION TO FINANCIAL ACCOUNTING				
Course Code	IFA113				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Mr Nearchos Ioannou				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This is an introductory course to financial accounting, where students will acquire the technical skills needed to analyse financial statements and disclosures for use in financial analysis and learn how accounting standards and managerial incentives affect the financial reporting process. By the end of this course, students will be able to read the three most common financial statements: the income statement, balance sheet, and statement of cash flows. Then they can apply these skills to a real-world business challenge.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • know about the main users of financial statements and their needs; • explain methods of recording transactions, as a basis of financial statements, and for control within the organisation; • understand the elements and structure of the main financial statements for sole traders, partnerships and companies; • know the basic principles and accounting concepts underlying the preparation of financial statements. • prepare simple financial statements from structured and unstructured information; • recognise and discuss measurement problems arising in financial accounting; • explain frequently used accounting terminology; • appreciate and explain the significance of choices of accounting policies; • read and infer information from simple sets of accounts; • develop intellectual skills associated with analysing, recording, communicating and evaluating financial information, using both qualitative and quantitative techniques, for stewardship and decision making. • demonstrate learning, numeracy, problem solving and written communication skills; • show developed self-management skills 				
Prerequisites	None	Required			
Course Content	<p>Week 1: The Background and the Main Features of Financial Accounting Week 2: Recording Transactions Week 3: Inventory Week 4: The Effects of Profit or Loss on Capital and Double Entry System</p>				

	<p>Week 5: Balancing-off Accounts Week 6: The Trial Balance Week 7: Balance Sheets Week 8: Accounting Concepts and Assumptions Week 9: Books of Original Entry and Level Week 10: Cash Books/Analytical Cash Book Week 11: Accounting for Sales Purchases and Returns Week 12: The Journal, VAT Week 13: Income Statements Week 14: Balance Sheets Week 15: Capital Expenditure and Revenue Expenditure Week 16: Assignment Feedback Week 17: Inventory Valuation Week 18: Bad Debts, Allowances for Doubtful Debts and Provisions for Discounts on Account Receivables Week 19: Depreciation, Accruals and Prepayments Week 20: Control Accounts, Bank Reconciliation Week 21: Statements of Cash Flow Week 22: Suspense Accounts and Errors Week 23: Partnership Accounts Week 24: Company Accounts Week 25: Analysis and Interpretation of Financial Statements Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Wood, F., and Sangster, A. (2018). <i>Frank Wood's Business Accounting</i> (Vol. 1) (14th Ed.). Pearson Education.</p> <p><u>Recommended reading</u></p> <p><i>Accounting Research Journal</i></p> <p><i>Accounting, Auditing and Accountability Journal</i></p> <p><i>International Journal of Accounting and Information Management</i></p> <p><i>Journal of Accounting and Organisational Change</i></p> <p><i>Journal of Applied Accounting Research</i></p> <p>Greg Shields (2018) <i>Accounting: The Ultimate Guide to Accounting</i> Kindle Edition</p> <p>Stickney, Clyde P., and Roman L. Weil (2020). <i>Financial Accounting: An Introduction to Concepts, Methods, and Uses</i> (14th Ed.) Cengage.</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are</p>

	<p>approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	ECONOMICS				
Course Code	ECO110				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Dr Christiana Charalambidou				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This is an introductory course on economics, divided into two broad segments: microeconomics and macroeconomics. This course aims to provide students with an understanding of the basic economic analysis relevant to the decision-making of business enterprises and build knowledge on the microeconomic environment in which firms operate.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate knowledge of fundamental economic concepts and principles; • Be able to explain the roles of production, consumption and supply/demand and how they affect the functioning of an economy; • Identify the necessary conditions for market economies to function well; • Articulate the role of government and monetary and fiscal policy and how they influence the economy; • Evaluate the nature of risk and risk reduction; • Apply economic tools and concepts to the business decision-making process 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Introduction, Ten Principles of Economics Week 2: Thinking like an Economist Week 3: Interdependence and the Gains from Trade. Week 4: The Market Forces of Supply and Demand. Week 5: Elasticity and its Application. Week 6: Supply, Demand and Government Policies Week 7: Consumers, Producers and the Efficiency of Markets Week 8: Public Goods and Common Resources Week 9: The Design of the Tax System Week 10: The Costs of Production Week 11: Reading Week Week 12: Monopoly, Monopolistic Competition and Oligopoly Week 13: The Markets for the Factors of Production Week 14: Earnings and Discrimination, Income Inequality and Poverty Week 15: The Theory of Consumer Choice Week 16: Assignment Feedback Week 17: Measuring a Nation's Income, Measuring the Cost of Living Week 18: Production and Growth Week 19: Saving, Investment, and the Financial System</p>				

	<p>Week 20: Unemployment and its Natural Rate Week 21: The Monetary System Week 22: Money Growth and Inflation. Week 23: Open-Economy Macroeconomics: Basic Concepts Week 24: Aggregate Demand and Aggregate Supply Week 25: The Influence of Monetary and Fiscal Policy on Aggregate Demand Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Mankiw, G.N., (2018) <i>Principles of Economics</i> (8th Ed.). Cengage Learning.</p> <p><u>Recommended reading</u></p> <p><i>Economics and Business Review</i></p> <p><i>EuroEconomica</i></p> <p><i>Review of Economic Analysis</i></p> <p><i>Business and Economics Journal (BEJ)</i></p> <p>Begg, D., Vernasca, G., Fischer, S. and Dornbusch R., (2020), <i>Economics</i> (12th ed) by McGraw-Hill Higher Education.</p> <p>Parkin, M., Powell, M. and Matthews, K., (2017), <i>Economics: European Edition</i>, Pearson.</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	BUSINESS INFORMATION SYSTEMS
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Course Code	BIS214				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Dr Demetris Kyriacou				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The purpose of this course is to provide students with knowledge and skills required to utilise information systems effectively in an organisational context. The course introduces students to the application and management of information systems in an organisational environment. In addition, this module aims to introduce students to those concepts related to computer-based communication including email networks, internet, world wide web and bibliographic instruction. This module will enable students to consider issues related to ethics, computer security and privacy.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate an understanding of basic concepts commonly used in managing information systems. • Explain and apply the methods and tools used for developing and managing information systems. • Produce and communicate project output effectively. • Evaluate different forms of information systems. • Synthesise the impact of information systems on organisations and society. • Understand the applications of IS in organisations and appreciate how technology can help to improve decision-making in organisations. • choosing the right information system for an organisation; • developing and managing an efficient business information system; • employing information systems strategically to achieve organisational goals. 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Introduction to Business Information Systems Week 2: Basic Concepts – Understanding Information Week 3: Hardware and Software Week 4: Databases and Analytics Week 5: Networks, Telecommunications and the Internet Week 6: Enterprise and Functional BIS Week 7: An Introduction to Acquiring and Developing BIS Week 8: Initiating Systems Development Week 9: BIS Project Management Week 10: Systems Analysis Week 11: Systems Design I</p>				

	<p>Week 12: Systems Design II Week 13: System Build, Implementation and Maintenance I Week 14: System Build, Implementation and Maintenance II Week 15: Information Systems Strategy Week 16: Assignment Feedback Week 17: Information Systems Management Week 18: Managing Information Security Week 19: Information Systems Development: Initiating Systems Development and Project Management I Week 20: Information Systems Development: Initiating Systems Development and Project Management II Week 21: End-user Computing – Providing End-user Services Week 22: Software Development Lifecycle Week 23: Managing Information Security Week 24: Cloud Computing and Blockchain Technology Week 25: Ethical, Legal and Moral Constraints on Information Systems Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Bocij, P., Greasley, A., and Hickie, S. (2018). <i>Business Information Systems: Technology, Development and Management for the Modern Business</i>. (6th Ed.). Pearson education.</p> <p>Recommended reading</p> <p><i>Information Systems Journal</i></p> <p>Belanger, F., Van Slyke, C., and Crossler, R. E. (2019). <i>Information Systems for Business: An Experiential Approach</i>. (3rd Ed.). Prospect Press.</p> <p>Laudon, K. and Laudron, J.P. (2017). <i>Management Information Systems</i>. (15th Ed.). Pearson.</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p>Proposed assessment:</p> <p>A1: Individual Presentation (Weighing 30%) A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	MANAGEMENT AND COST ACCOUNTING				
Course Code	MCA212				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Mr Nearchos Ioannou				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This course is focused on management and cost accounting, which is a key function in organisations that involves developing and using financial and non-financial information to support decision making. This includes not just the technical aspects of decision making , but also the way in which management accounting systems are designed and implemented and whether employees are then motivated to act in ways that are congruent with the objectives of the organisation.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • explain the relationship between cost accounting, financial accounting and managerial accounting • discuss the changing role of management accounting • explain the importance of management accounting for businesses • select, devise and apply different types of cost and revenue analysis and explain their different roles in supporting operational and strategic managerial decisions • design and prepare budgets and explain their use in planning and control • design and use variances to support feedback, analysis and control 				
Prerequisites	IFA113	Required			
Course Content	<p>Week 1: Introduction to Management Accounting Week 2: An Introduction to Cost Terms and Concepts Week 3: Cost Assignment Week 4: Accounting Entries for a Job Costing System Week 5: Process Costing Week 6: Joint and Co-product Costing Week 7: Income Effects of Alternative Cost Accumulation Systems Week 8: Cost–Volume–Profit Analysis Week 9: Measuring Relevant Costs and Revenues for Decision-Making Week 10: Pricing Decisions and Profitability Analysis Week 11: Activity-Based Costing Week 12: Decision-Making under Conditions of Risk and Uncertainty Week 13: Capital Investment Decisions: Appraisal Methods Week 14: Capital Investment Decisions: The Impact of Capital Rationing, Taxation, Inflation and Risk</p>				

	<p>Week 15: The Budgeting Process</p> <p>Week 16: Assignment Feedback</p> <p>Week 17: Management Control Systems</p> <p>Week 18: Standard Costing and Variance Analysis 1</p> <p>Week 19: Standard Costing and Variance Analysis 2: Further Aspects</p> <p>Week 20: Divisional Financial Performance Measures</p> <p>Week 21: Transfer Pricing in Divisionalised Companies</p> <p>Week 22: Strategic Performance Management</p> <p>Week 23: Strategic Cost Management and Value Creation</p> <p>Week 24: Cost Estimation and Cost Behaviour</p> <p>Week 25: Quantitative Models for the Planning and Control of Inventories</p> <p>Week 26: Revision</p> <p>Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Drury, C. M. (2018). <i>Management and Cost Accounting</i> (10th Ed). Cengage.</p> <p>Recommended reading</p> <p><i>Journal of Financial Reporting and Accounting</i></p> <p><i>Review of Accounting and Finance</i></p> <p>Peter Atrill (2018) <i>Management Accounting for Decision Makers</i> (9th Ed) Pearson</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	<p>English</p>

Course Title	CONSUMER BEHAVIOUR				
Course Code	COB211				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Dr Evie Michailidis				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The module offers an understanding of how buyer behaviour helps marketers focus more effectively on customers' needs and wants. It also addresses wider societal concerns about consumption in a world of finite resources and the potential conflicts that face today's marketers as they attempt to square consumer needs with a firm's need for profits and societal responsibilities. The module enables students with an interest in consumer behaviour to develop their knowledge, understanding and skills in this area.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate detailed knowledge of concepts relating to consumer behaviour. • Understand factors that affect consumer behaviour and use them to develop marketing strategy • Analyse data concerning complex marketing problems and opportunities with a minimum of guidance, applying major consumer behaviour theories and concepts. • Apply a variety of consumer behaviour concepts and information to develop realistic and original solutions to complex marketing problems. • Apply consumer behaviour knowledge to social and regulatory issues as well as to business and personal issues. 				
Prerequisites	POM111	Required			
Course Content	<p>Week 1: Consumer Behaviour and Marketing Strategy Week 2: Cross-cultural Variations in Consumer Behaviour Week 3: Changing Societies: Values Week 4: Changing Societies: Demographics and Social Stratification Week 5: Changing Societies: Subcultures Week 6: Family and Households Week 7: Group Influence on Consumer Behaviour Week 8: Perception Week 9: Learning, Memory and Product Positioning Week 10: Motivation, Personality and Emotion Week 11: Attitudes and Influencing Attitudes Week 12: Self-Concept and Lifestyle Week 13: Consumer Decision Process</p>				

	<p>Week 14: Situational Influences Week 15: Problem Recognition Week 16: Assignment Feedback Week 17: Information Search Week 18: Alternative Evaluation and Selection Week 19: Outlet Selection and Purchase Week 20: Post-Purchase Processes Week 21: Customer Satisfaction and Customer Commitment Week 22: Organisational Buying Behaviour Week 23: Organisational Decision Making Process Week 24: Marketing Regulation and Consumer Behaviour Week 25: Student Case Presentation Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Mothersbaugh, D. L., Hawkins, D. I.. (2016). <i>Consumer Behaviour: Building Marketing Strategy</i> (13^h Ed). McGraw-Hill.</p> <p>Recommended reading</p> <p><i>Journal of Consumer Research</i></p> <p><i>Journal of Retailing</i></p> <p><i>Journal of Marketing</i></p> <p><i>Journal of Business Research</i></p> <p><i>European Journal of Marketing</i></p> <p>John O'Connor & Peter Whitelaw,(2019) Customer at the Heart: How B2B leaders build successful Customer-Centric Organisations, Peter Whitelaw Consulting Pty Ltd</p> <p>Robert B. Cialdini , (2020) <i>Influence: Science and Practice</i> , 5th ed, Copyrighted Material</p> <p>Solomon, M., Bamossy, G., Askegaard, S. and Hogg, M. K.. (2016). <i>Consumer Behaviour: A European Perspective</i> (6th Ed). Pearson</p> <p>Schiffman, L. G. and Kanuk, L. L.. (2017). <i>Consumer Behaviour</i> (12th Ed). Pearson</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p>

	<p><u>Proposed assessment:</u></p> <p>A1: Group Work Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	HUMAN RESOURCE MANAGEMENT				
Course Code	HRM210				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Mr Marios Charalambides				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The course of Human Resource Management provides a broad introduction to principles, policies and best practices of managing personnel at all levels of employment. It puts emphasis on real case situations and the practical application of these practices. It gives learners a solid foundation concerning a variety of HR aspects, from the recruiting stage to retirement.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate the knowledge, skills and concepts needed to resolve actual human resource management problems or issues. • Manage the employment relationship, which is a shared responsibility between employers, management, human resources specialists and employees. • Identify the human resources needs of an organisation or department. • Conduct a job analysis and produce a job description from the job analysis. • Evaluate the procedures and practices used for recruiting and selecting suitable employees. • Assess training requirements and design a successful orientation and training program. • Understand workplace health and safety programs and the roles of the employer and the employee in enforcing health and safety policies and procedures. • Explain the responsibilities of management, HRM specialists, managers and employees in managing the employment relationship in a unionised or a non-unionised environment. • Demonstrate an understanding of current and future challenges in HRM; 				
Prerequisites	HRM210	Required			
Course Content	<p>Week 1: The Nature of Human Resource Management Week 2: HRM and the Individual Week 3: The Role of the HR Function and HR Professionals Week 4: HR Strategy and Performance Week 5: The Labor Market Context of HRM Week 6: International HRM and the National and International Context of HRM Week 7: People Resourcing</p>				

	<p>Week 8: Managing Performance Week 9: Managing Reward Week 10: Human Resource Development Week 11: Employee Engagement and Commitment Week 12: Employee Relations Week 13: Employee Involvement and Participation Week 14: HRM ,Equality and Diversity Week 15: Career and Talent Management Week 16: Assignment Feedback Week 17: Organisation, Organisational Change and Career Management Week 18: The Management of Work Conflict Week 19: Work and Well being Week 20: Health and Safety at work Week 21: Employment Law Week 22: Current Trends Week 23: Outsourcing, Shared Services Week 24: Knowledge Management and HRM Week 25: Future Challenges; HRM New Technology Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Nick Wilton (2019) <i>An Introduction to Human Resource Management</i>, (4th Ed) Kindle</p> <p><u>Recommended reading</u></p> <p><i>Journal of Human Resources</i></p> <p><i>Human Resource Management Review</i></p> <p><i>Human Resource Management International Digest</i></p> <p>Armstrong, M. (2017), <i>Armstrong’s Handbook of Human Resource Management Practice</i>, Kogan Page.</p> <p>Bratton, J. and Gold, J. (2017), <i>Human Resource Management: Theory and Practice</i>, (6th ed.), Palgrave Macmillan.</p> <p>Leatherbarrow, C., Fletcher, J.A., (2019), <i>Introduction to Human Resource Management: A Guide to HR in Practice</i>, Kogan Page Limited</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions that are based on acquired sense and questions that test students’ knowledge of the subject matter.</p>

	<p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	INTEGRATED MARKETING COMMUNICATIONS				
Course Code	IMC213				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Dr. Marios Georgiou				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The objective of the course is to help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning. Topics covered will include the role of integrated marketing communications, organising for advertising and promotion, the communication process, promotional objectives and budgets, creative strategy, media planning and strategy, broadcast/print and support media, direct marketing, sales promotions, PR and publicity, Internet marketing Social Media and Mobile Media Advertising				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Quickly understand a company and its marketing communications activities • Present a brief verbal presentation (tutorial discussion) • Thoroughly describe a range of media and methods available to marketers • Develop a clearly thought out communications audit • Clearly argue a point of view regarding marketing communications • Demonstrate a comprehensive understanding of marketing communications theories and concepts • Show that they are thinking like a marketer • Prepare a marketing communication brief 				
Prerequisites	POM111	Required			
Course Content	<p>Week 1: Integrated Marketing Communication Week 2: IMC Marketing plans Week 3: Branding and Positioning Week 4: Creative Briefs Week 5: The Creative Process Week 6: Copywriting Week 7: Writing beyond the Ad Week 8: Campaigns Week 9: Marketing Public Relations Week 10: Strategic use of Public Relations in IMC Week 11: Newspaper Advertising Week 12: Magazine Advertising Week 13: Case Study on Paper Advertising</p>				

	<p>Week 14: Radio Advertising Week 15: Television Advertising Week 16: Assignment Feedback Week 17: Case Study on TV Advertising Week 18: Out of Home and Transit Advertising Week 19: Direct Marketing Week 20: Sales Promotions Week 21: Sales Promotion Case Week 22: Internet Marketing and Social Media Week 23: Mobile Media Marketing Week 24: Alternative Media Advertising Week 25: Prepare Marketing Communications Brief Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Blakeman, R. (2018). <i>Integrated Marketing Communication: Creative Strategy from Idea to Implementation</i> (3rd Ed.). Rowman and Littlefield.</p> <p>Recommended reading</p> <p><i>Journal of Retailing</i></p> <p><i>Journal of Marketing</i></p> <p><i>Journal of Business Research</i></p> <p><i>European Journal of Marketing</i></p> <p><i>Corporate Communications: An International Journal.</i></p> <p>Scott, Eric J. (2018). <i>Social Media Marketing: A Beginner's Guide to Dominating the Market with Social Media Marketing</i>. Eric J Scott via Publish Drive</p> <p>George E Belch and Michael A. Belch, (2017) <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i> McGraw Hill</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p>Proposed assessment:</p> <p>A1: Individual Written Report (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>

Language

English

Course Title	BUSINESS LAW				
Course Code	BUL215				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Dr. George Zachariades				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This course discusses fundamental concepts, principles and rules of law that apply to business transactions. It includes the function and operation of the courts, business crimes, torts, contract law, intellectual property and the application of the Uniform Commercial Code to business activities. It draws attention to the legal aspects of business and aims to develop an understanding of the main principles of contract and company law vital for the success of any organisation.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate an understanding of the legal environment of business. • Understanding of the key principles of contract and company law, with the use of legal references • Examine and apply both contract law and or company law to given information • Identify and relate both contract law and company law to given problems or cases • Apply basic legal knowledge to business transactions • Communicate effectively using standard business and legal terminology. • Demonstrate an understanding of how legal issues affect business decisions and practices 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Introduction to the Legal System Week 2: The Courts and Legal Personnel Week 3: Formation of Contracts; Offer and Acceptance Week 4: Other Requirements of Contracts Week 5: Contractual Terms Week 6: Misrepresentation –Mistake-Duress and Undue Influence-Illegality Week 7: Discharge of Liability Week 8: Terms Implied by Statute Week 9: Sale of Goods-The Passing of Ownership Week 10: Agency Week 11: The Law of Torts I Week 12: The Law of Torts II Week 13: Credit Transactions Week 14: Partnership Week 15: The Nature of the Company-Company Formation</p>				

	<p>Week 16: Assignment Feedback</p> <p>Week 17: The Management of a Company</p> <p>Week 18: Shareholders-Resolutions</p> <p>Week 19: Maintenance of Capital – Minority Protection Debentures</p> <p>Week 20: Winding up of Companies, Limited Liability Partnerships</p> <p>Week 21: Benefits of Trading as a Company, Partnerships or Limited Liability Partnerships</p> <p>Week 22: Employment I- Duties of Employer and Employees</p> <p>Week 23: Employment II-Discrimination, Health and Safety Rights</p> <p>Week 24: Regulation of Business by Imposition of Criminal Liability</p> <p>Week 25: Business Property</p> <p>Week 26: Revision</p> <p>Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>MacIntyre, E., (2018), <i>Business Law</i> (9th Ed). Pearson.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Business Law</i></p> <p><i>European Journal of Law and Economics</i></p> <p>Baskind, E., Osborne, G. and Roach, L. (2018), <i>Commercial Law</i> (3rd Ed.). Oxford University Press.</p> <p>Richards, P. (2019). <i>Law of Contract</i> (14th Ed.) Pearson.</p> <p>Woodroffe, G., and Lowe, R.. (2016). Woodroffe and Lowe’s Consumer Law and Practice (10th Ed.) Sweet and Maxwell.</p> <p>Lowry, J. and Dignam, A.. (2018), <i>Company Law</i> (10th Ed.) Oxford University Press.</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students’ knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	<p>English</p>

Course Title	BUSINESS FINANCE				
Course Code	BUF310				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The course develops a theoretical framework for understanding and analysing the major financial problems of modern companies in the market environment. The course covers basic models of valuation of corporate capital, including pricing models for primary financial assets, real assets valuation and investment projects analysis, capital structure and various types of corporate capital employed, derivative assets and contingent claims on assets. It provides necessary knowledge in evaluating different management decisions and its influence on corporate performance and value.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Explain and be able to communicate the nature of corporate finance in an academic or a business forum • Distinguish different types of business structure, identify the major corporate financial decisions and corporate objectives and describe some important basic concepts; • Be able to perform time-value calculations by using financial mathematics; • Explain how to value a firm and apply skills in evaluation debt and equity securities; • Explain the nature of interest rate risk and describe the theories that are used to explain the term structure of interest rates; • Apply skills in evaluating capital budgeting projects by using different methods of project evaluation; • Apply skills in risk and return measurement; • Describe basic portfolio theory and communicate more effectively in an academic or a business context; • Be able to use the Capital Asset Pricing Model (CAPM) and apply skills in estimating the cost of equity; • Estimate the cost of each source of capital and combine these costs into a weighted average cost of capital for a company; • Understand capital structure and outline the main factors that financial managers should consider when determining a company's financing strategy; • Critically apply and discuss the theories detailing capital structure and assess the implications of the empirical evidence from recent studies on capital structure; • Critically apply and discuss the theories relating dividends to share price and the cost of capital; 				

	<ul style="list-style-type: none"> Describe the concept of market efficiency and distinguish between different categories of market efficiency. 		
Prerequisites	BMS114, ECO110, IFA113	Required	
Course Content	<p>Week 1: Introduction to Corporate Finance Week 2: Financial Statements, Taxes and Cash Flow Week 3: Working with Financial Statements Week 4: Long Term Financial Planning and Growth Week 5: Introduction to Valuation Week 6: Discounted Cash Flow Valuation Week 7: Interest Rates and Bond Valuation Week 8: Stock Valuation Week 9: Net Present Value and other Investment Criteria Week 10: Making Capital Investment Decisions Week 11: Project Analysis Evaluation Week 12: Lessons from Capital Market History Week 13: Return, Risk and the Security Market Line Week 14: Cost of Capital Week 15: Raising Capital Week 16: Assignment Feedback Week 17: Financial Leverage and Capital Structure Policy Week 18: Dividends and Payout Policy Week 19: Short Term Finance and Planning Week 20: Cash and Liquidity Management Week 21: Credit and Inventory Management Week 22: Enterprise Risk Management Week 23: Options and Corporate Finance Week 24: Mergers and Acquisitions Week 26: Revision Weeks 27-28: Examinations</p>		
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>		
Bibliography	<p>Key text</p> <p>Ross, S. A., Westerfield, R., and Jordan, B. D. (2019). <i>Fundamentals of Corporate Finance</i> (12th Ed.). McGraw-Hill Education.</p> <p>Recommended reading</p> <p><i>Journal of Banking and Finance</i></p> <p><i>Journal of Finance</i></p> <p><i>Journal of International Money and Finance</i></p> <p><i>Journal of Financial Economics</i></p> <p>Paul Asquith and Lawrence A. Weiss, (2016) <i>Lessons in Corporate Finance: A Case Studies Approach to Financial Tools, Financial Policies, and Valuation</i> (Wiley Finance)</p>		

	Arnold, G., Lewis, D., (2019). <i>Corporate Financial Management</i> (6 th Ed.). Pearson education.
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	ORGANISATIONAL BEHAVIOUR				
Course Code	ORB311				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This course integrates the study of management principles and practices with the study of human behaviour within organisations. The focus will be upon the translation of management and organisational behaviour theory to practices that result in organisational effectiveness, efficiency and human resource development. The primary goal of this course is to prepare students for advanced leadership roles in modern organisations. The main objective of this course is to provide students with the essential content and experiences they need to become a motivated student, successful manager and an effective employee in any type of work they do in the future.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> List and define basic organisational behaviour principles, and analyse how these influence behaviour in the workplace. Analyse individual human behaviour in the workplace as influenced by personality, values, perceptions and motivations. Outline the elements of group behaviour, including group dynamics, communication, leadership, power and politics and conflict and negotiation. Understand your own management style as it relates to influencing and managing behaviour in the organisational systems. Enhance critical thinking and analysis skills through the use of management case studies, personal application papers and small group exercises. Strengthen research, writing and presentation skills. 				
Prerequisites	FOM115		Required		
Course Content	<p>Week 1: Introduction to the Module Week 2: What is Organisational Behaviour? Week 3: Diversity in Organisations Week 4: Attitudes and Job Satisfaction Week 5: Emotions and Moods Week 6: Personality and Values Week 7: Perception and Individual Decision Making Week 8: Case Study Week 9: Motivation: From Concepts to Applications Week 10: Guest Speaker Week 11: Foundations of Group Behaviour</p>				

	<p>Week 12: Understanding Work Team Dynamics Week 13: Communication Techniques Week 14: Leadership Effectiveness Week 15: Power and Politics Week 16: Assignment Feedback Week 17: Conflict and Negotiation Week 18: Foundations of Organisation Structure Week 19: Case Study Week 20: Organisational Culture Week21: Intercultural Management: The Significance of Organisational Behaviour Week 22: Human Resource Policies and Practices I Week 23: Human Resource Policies and Practices II Week 24: Guest Speaker Week 25: Organisational Change and Stress Management Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Robbins, S., Judge, T. A. (2017). <i>Organisational Behaviour</i> (17th Ed.). Pearson.</p> <p><u>Recommended reading</u></p> <p><i>Academy of Management Journal</i> <i>Academy of Management Review</i> <i>Personnel Review</i> <i>Human Resource Management Journal</i> <i>HR Magazine</i> <i>The International Journal of Human Resource Management</i> <i>Human Resource Management Review</i></p> <p>John Bratton (2017) <i>Introduction to Work and Organisational Behaviour</i> Palgrave Ronald Warren (2017) <i>Personality at Work: The Drivers and Derailers of Leadership</i> Mc Graw -Hill</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p>

	<p><u>Proposed assessment:</u></p> <p>A1: Case Study Assessment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	GLOBAL MARKETING				
Course Code	GLM313				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This module adopts a strategic approach to the study of marketing and communications, its role for organisations and for consumers in a dynamic global context. This module aims to:</p> <p>Enable students to acquire a degree of expertise in developing marketing strategies for countries other than their own and thereby to extend their range of marketing understanding both to deal with global marketing situations in non-domestic markets and the impact of global competitors on the domestic market.</p> <p>It also seeks to promote an understanding of the factors determining the extent to which standardisation in strategy and implementation is appropriate for success in global markets;</p> <p>The module will enable students to develop a sound understanding of the formulation and implementation of global integrated marketing plans and associated activities whilst allowing them to appreciate and manage the marketing program within a variety of different contexts.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Determine the types of information required for effective global decision-making. • Identify key socio-cultural factors and the nature of their impact on global marketing • Evaluate the opposing arguments for standardising or adapting the elements of the marketing mix in different markets/countries. • Select, integrate and justify appropriate promotional mixes to meet the needs of the marketing communication strategies. • Be aware of the impact and contribution that information technology makes to global marketing and be appreciative of and sensitive to issues associated with cross-border marketing communications. 				
Prerequisites	FOM116, IMC213	Required			
Course Content	<p>Week 1: Introduction to the Module Week 2: The Global Economic Environment Week 3: The Global Trade Environment Week 4: Social and Cultural Environments Week 5: The Political Environment Week 6: The Legal and Regulatory Environment</p>				

	<p>Week 7: Case Study on PESTLE ANALYSIS Week 8: Global Information Systems and Market Research Week 9: Global Market Segmentation Week 10: Assessing Market Potential and Choosing Target markets Week 11: Positioning Week 12: Importing, Exporting and Sourcing Week13: Global Market- Entry Strategies: Licensing, Investment and Strategic Alliances I Week 14: Global Market- Entry Strategies: Licensing, Investment and Strategic Alliances II Week 15: Brand and Product Decisions in Global Marketing Week 16: Assignment Feedback Week 17: Pricing Decisions Week 18: Global Marketing Channels and Physical Distribution Week 19: Global Marketing Communications Decisions I Week 20: Global Marketing Communications Decisions II Week 21: Global Marketing and the Digital Revolution Week 22: Case Study on the Global Marketing Mix Week 23: Strategic Elements of Competitive Advantage Week 24: Leadership, Organisation and CSR in Global Markets Week 25: Revision Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Keegan, W.J. and Green, M.C., (2018). <i>Global Marketing</i>. Pearson</p> <p><u>Recommended reading</u></p> <p><i>Journal of Retailing</i></p> <p><i>Journal of Marketing</i></p> <p><i>Journal of Business Research</i></p> <p><i>European Journal of Marketing</i></p> <p>Lowe. R., Kenyon, A. and Doole, I. (2019). <i>International Marketing Strategy: Analysis, Development and Implementation</i>. Cengage Learning EMEA.</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p>

	A1: Global Marketing Plan- Individual Report (Weighing 30%) A2: Written Exam (Weighing 70%)
Language	English

Course Title	PUBLIC RELATIONS				
Course Code	PUR312				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This course introduces students to the field of public relations and provides a foundational knowledge of public relations theory and practice. Students will begin to develop an understanding of professional practice, ethical issues, and the role of communication strategies and tactics in public relations management.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Explain public relations as an ethical practice, a planned process, a managerial concept and a behavioural science • Outline the history of public relations • Recognise key professionals in shaping public relations • Apply public relations models and communication theories • Identify key publics involved in public relations • Explain key issues in handling different key publics • Evaluate PR writing, integrated marketing communications and crisis management tactics • Assess diverse situations and apply the appropriate public relations strategies and tactics 				
Prerequisites	POM111, IMC213	Required			
Course Content	<p>Week 1: Defining Public Relations Week 2: The History and Growth of Public Relations Week 3: Communication-Goals of Communication, Theories of Communication Week 4: Public Opinion- What is Public Opinion, What are Attitude's and How they are Affected Week 5: Management-Public Relations Management Process Week 6: Ethics- Ethical issues around Public Relations Week 7: The Law- Ethical law ,Internet Law, Defamation and Disclosure Week 8: Case Study Week 9: Research- Public Relations Research Principles Week 10: Media- Objectivity of Media, Types of Media Week 11: Social Media Week 12: Case Study Week 13: Employee Relations Week 14: Government Relations-Government Public Relations Week 15: Community Relations- Multicultural Diversity, Community Relations Expectations</p>				

	<p>Week 16: Assignment Feedback Week 17: International Consumer Relations-Consumer Relation Objectives, Operating around the Globe, Week 18: Case Study Week 19: Public Relations Writing I- Fundamentals of Writing Week 20: Public Relations Writing II- News Releases Week 21: Practice in writing-Importance of Editing Week 22: Integrated Marketing Communications an overview Week 23: Crisis Management- Signs of Crisis, Handling crisis Week 24: Case Study Week 25: Launching a career-Organising the Job Search and Resume Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Fraser P. Seitel, (2017). <i>Practice of Public Relations</i>, 13th Edition, Pearson</p> <p><u>Recommended reading</u></p> <p><i>Public Relations Review</i></p> <p><i>Journal of Advertising and Public Relations - Sryahwa Publications</i></p> <p>Karla K. Gower. (2017). <i>Legal and Ethical Considerations for Public Relations</i>, (3rd Ed.), Waveland Press</p> <p>Regina M. Luttrell and Luke W. Capizzo, (2018). <i>Public Relations Campaigns: An Integrated Approach</i>, Sage Publications</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Group Presentation (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	<p>English</p>

Course Title	LEADING ORGANISATIONAL CHANGE				
Course Code	LOC314				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This course aims to expand students' awareness and knowledge of multiple issues associated with change.</p> <p>In particular, to:</p> <p>Identify the major theories and perspectives concerning organisational development and change.</p> <p>Demonstrate the application of the theories and perspectives concerning managing change and organisational development in the context of human service organisations, community settings and large and small systems.</p> <p>Be able to formulate the strategies and tactics for organisational change and OD interventions.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Understand why people resist change and learn techniques for overcoming resistance to change. • Understand techniques for evaluating the effectiveness of change and organisational development. • Understand the challenges for organisation development specialists and change agents at different levels of, and in different relationships to, the agency or human service organisation. • Students will demonstrate competency in applying principles of managing change and organisational development to human service organisations and social systems at all levels of practice. • Diagnose the need for organisational change. • Understand the role of the internal and external environment in driving or restraining change 				
Prerequisites	FOM116, HRM210	Required			
Course Content	<p>Week 1: General Introduction to Organisational Development</p> <p>Week 2: The Nature of Planned Change</p> <p>Week 3: The Organisational Development Practitioner</p> <p>Week 4: Entering and Contracting</p> <p>Week 5: Diagnosing</p> <p>Week 6: Collecting, analysing and Feeding Back Diagnostic Information</p>				

	<p>Week 7: Designing Interventions Week 8: Managing Change Week 9: Evaluating and Institutionalising organisational Development Interventions Week 10: Interpersonal and Group Process Approaches Week 11: Organisation Process Approaches Week 12: Restructuring Organisations Week 13: Employee Involvement Week 14: Work Design Week 15: Performance Management Week 16: Assignment Feedback Week 17: Talent Management Week 18: Workforce Diversity and Wellness Week 19: Transformational Change Week 20: Continuous Change Week 21: Trans Organisational Change Week 22: Organisational Development for Economic, Ecological and Social Outcomes Week 23: Organisational Development and Change in Non-industrial Settings : Health Care, School Systems, the Public Sector and Family-owned Businesses I Week 24: Organisational Development and Change in Non-industrial Settings : Health Care, School Systems, the Public Sector and Family-owned Businesses II Week 25: Future Directions in Organisational Development Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Thomas G. Cummings and Christopher G. Worley, (2015) <i>Organisation Development and Change</i>, Stamford, CT, Cengage Learning</p> <p><u>Recommended reading</u></p> <p><i>Journal of Organisational Change Management</i></p> <p><i>Leadership and Organisation Development Journal</i></p> <p><i>The Learning Organisation</i></p> <p>Donald L. Anderson, (2020) <i>Organization Development: The Process of Leading Organizational Change</i>, 5th ed, Sage Publishing</p> <p>Naomi Stanford (2018) <i>Organisation Design</i> Paperback Routledge</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p>

	<p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	DIGITAL MARKETING				
Course Code	DIM315				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This module concentrates on the contemporary ways of marketing: marketing that utilises electronic mediums and technological advancements such as smartphones, computers, tablets, etc. Beyond that, through this module, students will be able to understand how use of online platforms like websites, Facebook, Skype, Twitter, etc. are becoming a central pillar for successful marketing strategies.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Comprehend the main approaches to marketing in the 21st century. • Understand the value of electronic mediums for a successful marketing strategy. • Develop marketing plans based on digital media / channels. • Identify online applications that can contribute to the success of a marketing strategy. 				
Prerequisites	FOM111	Required			
Course Content	<p>Week 1: What is Digital Marketing? Week 2: Electronic Service Week 3: Internet Design and Philosophy Week 4: Writing for the Screen Week 5: Site Structure Week 6: Observational and Experimental Data Week 7: Legal and Ethical Aspects of Digital Marketing Week 8: Internal Company Operations Week 9: Consumer Business Relationships Week 10: Business Relationships Week 11: The Online Audience Week 12: Human Information Processing Week 13: Visual Design Practice Week 14: Writing for the Screen Week 15: Site Structure Week 16: Assignment Feedback Week 17: Interactive Advertising Week 18: Consumer Problem Solving and Consumer Problem Solving Online Week 19: Consumer Search Week 20: Channels and Direct Marketing Week 21: Mobile Devices / Social Media</p>				

	<p>Week 22: Selling Strategy Week 23: Information Products Week 24: User-Generated Content / Virtual Communities Week 25: The Future of e-Marketing Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Charles F. Hofacker (2018). <i>Digital Marketing: Communicating, Selling and Connecting</i>. Edward Elgar Publishing,</p> <p>Recommended reading</p> <p><i>Journal of Direct, Data and Digital Marketing Practice</i> <i>Journal of Marketing</i> <i>Journal of Business Research</i> <i>European Journal of Marketing</i></p> <p>Philip Kotler, Hermawan Kartajaya, Iwan Setiawan (2016). <i>Marketing 4.0: Moving from Traditional to Digital</i>, Wiley and Sons.</p> <p>Kasim Aslam (2017). <i>The 7 Critical Principles of Effective Digital Marketing</i> Stone Soup. Hustler Publications</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p>Proposed assessment:</p> <p>A1: Individual Digital Marketing Plan (Weighing 30%) A2: Written Exam (Weighing 70%)</p>
Language	<p>English</p>

Course Title	SERVICES MARKETING				
Course Code	SEM316				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This module also builds upon and expands the marketing management concepts and models, which are here adapted to the services sector. The module will inform students about the application of marketing strategies to improve the quality of service, maintain and increase customer satisfaction levels and generate customer loyalty. Due to the importance of services to nations' economies, the study of services marketing is an important component of the marketing program.</p> <p>The overall aim of this module is, therefore, to provide students with an understanding and awareness of the services sector, how marketing theory differs for this sector, the unique challenges faced by services marketers and managers and the application of relevant service theory in practice.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Appreciate and understand the importance of services and service marketing in the marketing environment. • Describe and discuss the main elements of service marketing and their relevance to specific businesses and industries. • Appreciate the issues involved in internal and external management of service marketing. • Apply concepts from services marketing theory in a practical sense in order to develop and manage effective marketing programs within service firms to achieve a competitive advantage. 				
Prerequisites	POM111, IMC213, GLM313	Required			
Course Content	<p>Week 1: Introduction to Services Marketing Week 2: Customer Behaviour in a Services Sector Week 3: Positioning Services in Competitive Markets Week 4: Case Study Session Week 5: Developing Service Products and Brands I Week 6: Developing Service Products and Brands II Week 7: Distributing Services through Physical Channels Week 8: Distributing Services through Electronic Channels Week 9: Setting Prices and Implementing Revenue Management Week 10: Promoting Services and Educating Customers Week 11: Case Study Session Week 12: Designing Service Processes Week 13: Balancing Demand and Capacity</p>				

	<p>Week 14: Crafting the Service Environment Week 15: Managing People for Service Advantage Week 16: Assignment Feedback Week 17: Case Study Session Week 18: Managing Relationships and Building Loyalty Week 19: Complaint handling and Service Recovery Week 20: Improving Service Quality Week 21: Improving Service Recovery Week 22: Case Study Session Week 23: Improving Service Quality and Productivity Week 24: Building a World- Class Service Organisation Week 25: Revision Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Wirtz, J., Lovelock, C. H., and Chew, P., (2017). <i>Essentials of Services Marketing</i>. Pearson</p> <p><u>Recommended reading</u></p> <p><i>Journal of Marketing</i></p> <p><i>Journal of Business Research</i></p> <p><i>European Journal of Marketing</i></p> <p>Wilson, A., Zeithaml, V. A., Bitner, M. J., and Gremler, D. D. (2016). <i>Services Marketing: Integrating Customer Focus Across the Firm</i> (No. 2nd Eu). McGraw Hill.</p> <p>Douglas Hoffman and John E.G. Bateson (2016) <i>Services Marketing: Concepts, Strategies, and Cases</i>, Cengage Learning</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Presentation (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	<p>English</p>

Course Title	ENTREPRENEURSHIP AND INNOVATION				
Course Code	EAI317				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This course aims to help university students to understand the personal characteristics and thinking styles of an innovator and entrepreneur. It also aims to nurture in students an innovation attitude, entrepreneurial spirit and team collaboration skills in a multi-disciplinary environment. Students will learn the basic skills of discovering real-life problems, generating new ideas, proposing new products and planning new enterprises. They will then analyse the feasibility of a product/service from both technical and managerial perspectives .				
Learning Outcomes	<p>On completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the characteristics and thinking of innovators and entrepreneurs. • Identify different thinking styles associated with innovation. • Discover problems, generate new ideas and propose new products. • Conduct a basic but comprehensive feasibility study of a new product. • Incorporate all the above factors into a simple business plan. 				
Prerequisites			Required		
Course Content	<p>Week 1: The Innovation Imperative Week 2: Social Innovation Week 3: Innovation in a Global context Week 4: Building Capabilities and Creating Value- The case of BRICS Week 5: Sustainability Led Innovation Week 6: Case Study Week 7: Entrepreneurial Creativity Week 8: Sources of Innovation Week 9: Search Strategies for Innovation Week 10: Developing the Business Plan, Week 11: Forecasting Innovation, Assessing Risk and Recognising Uncertainty Week 12: Case Study Week 13: Leadership and Teams Week 14: Exploiting Networks Week 15: Case Study Week 16: Assignment Feedback Week 17: Developing New Products and Services Week 18: Tools to Support New Product Development Week 19: Creating New Ventures Week 20: Developing Businesses and Talent through Corporate Venturing Week 21: Growing the Enterprise</p>				

	<p>Week 22: Case Study Week 23: Exploiting Knowledge and Intellectual Property Week 24: Business Models and Capturing Value Week 25: Learning to Manage Innovation and Entrepreneurship Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Bessant, J., and Tidd, J. (2015). <i>Innovation and Entrepreneurship</i> (3rd Ed.). John Wiley and Sons.</p> <p>Recommended reading</p> <p><i>Journal of Research in Marketing and Entrepreneurship</i></p> <p><i>International Journal of Entrepreneurial Behaviour and Research</i></p> <p><i>Journal of Entrepreneurship in Emerging Economies</i></p> <p><i>European Journal of Innovation Management</i></p> <p><i>World Journal of Entrepreneurship, Management and Sustainable Development</i></p> <p>Ken Banks, (2016) <i>Social Entrepreneurship and Innovation: International Case Studies and Practice</i>, Springer</p> <p>James Hayton, Carlo Salvato, et al. (2014) <i>Global Entrepreneurship: Case Studies of Entrepreneurial Firms Operating around the World</i>, Routledge</p> <p>Schiling, M. A. (2020). <i>Strategic Management of Technological Innovation</i> (6th Ed.). McGraw-Hill</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p>Proposed assessment:</p> <p>A1: Business Plan- Group work (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	GRADUATE PROJECT/ INTERNSHIP				
Course Code	GPI450				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>During the fourth year of their studies, BA Business Management students are required to either submit a 10,000-word project OR choose the option of a 6-month internship at a specific business organisation and submit a 5,000-word report outlining the learning outcomes of the internship period.</p> <p>The project/internship is equivalent to one course worth of credits (10 ECTS). It enables students to display their ability to integrate what they have learned into a piece of work showing that they can apply what they have learned in a real-world situation. It also provides opportunities to incorporate learning from all the courses into the investigation of a real workplace problem or opportunity.</p> <p>During the course of the year, the mentor will monitor the student's progress. Evaluations of progress will be produced twice during the year and submitted to the Program Coordinator, with a copy given to the student.</p> <p>Seminars are provided throughout the semester in order to offer students academic support during their project/internship. Students are allocated a mentor based on their subject of interest. Following the seminars, students are expected to work with their mentor in preparing their project for submission.</p> <p>The topic of 10,000-word project is decided by students and should focus on an area in shipping of their interest. Students are encouraged to begin thinking about the area of concentration early on. This is why in December students are allocated a tutor to assist them with the preparation and guidance of their project. The structure of the project resembles a dissertation; however, it is not technically a research-based piece of work. It is more a practical project, such as implementing techniques/models in a selected scenario. Potential topics may be generated by the academic staff or the student may submit their own to the Program Coordinator. The Program Coordinator will then approve the topic and assign a mentor to the student to guide them through the project.</p> <p>A presentation and final report will be due at the end of the academic year. The report will include an introduction, purpose of the report, objectives, subject overview, methodology, evaluation of results and a conclusion. The final mark will be based on an assessment of the quality of the analysis, methodology, results and ideas, the student's knowledge displayed through the work and the organisation and structure of the presentation and final report.</p>				

	<p>Alternatively, students will also have the opportunity of participating in a six-month internship program from a list of business organisations that our Institute collaborates with. Upon completion of the internship program, students are required to submit a 5000-word report on the learning outcomes of their experience. A list of specific shipping companies and their departments which are willing to accept CIM students for an internship is provided to students for selection. At the same time, the employer will need to fill in a structured report commenting on the students' tenure.</p> <p>The 10,000-word project and the 5,000-word internship report are marked by an internal examiner and moderated by an external examiner. Students may be required to support their work in front of an examining panel. Students will develop skills of planning, analysis, critical evaluation and time management.</p>		
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate an ability to apply their theoretical knowledge to a real situation; • Demonstrate an ability to assess current situations and construct possible problem-solving mechanisms in the business environment; • Demonstrate an ability to apply technical skills in practice (should they choose to participate in the internship program); • Demonstrate an ability to apply different research methods for data acquisition and interpretation • Demonstrate an ability to make connections between knowledge and skills developed as part of the degree program, and the skills required to operate effectively in an organisation. 		
Prerequisites	None	Required	
Course Content	<p>There is no specific course content with regard to subject knowledge, as each student will be conducting research into a topic of their choice. An indicative timeline is listed below, as well as the seminars, which guide students through the course.</p> <p><u>Indicative Course Timeline:</u></p> <ul style="list-style-type: none"> - October- November: Students must consider the two options available (graduate project or internship) - End of November: Students must submit their choice to the Administration Office - December: students are assigned to a mentor and are provided with the key organisational contacts if they are doing an internship - February: <ul style="list-style-type: none"> ○ Graduate project: Submission of proposal, to be approved by the Academic Director ○ Internship: start of internship program - February- March: Delivery of seminars - End of July: submission deadline for Graduate Project and Report. <p><u>Graduate Project seminars</u></p>		

	<p>Seminar 1: Introduction to Graduate Project Seminar 2: Understanding the Project Question/Scenario Seminar 3: Document Structure Seminar 4: Sourcing Material Offline and Online Seminar 5: Combining Theoretical Knowledge with Practical Knowledge Seminar 6: Academic Writing Style/Referencing Seminar 7: Researcher Development Seminar 8: Guided Independent study</p> <p><u>Internship seminars</u></p> <p>Seminar 1: Introduction to the Internship Program Seminar 2: Internships and Employability Seminar 3: Internships and International Employability Seminar 4: Internship Evaluation and Assessment Seminar 5: Internships and Career Management Seminar 6: Internships and Networking Seminar 7: Making the Most of the internships Seminar 8: Internships and Researcher Development</p>
Teaching Methodology	<p>The graduate project/internship is an independent piece of work that requires students to take responsibility for the planning and execution of their chosen research project. The core learning activity is individual student research through directed and independent learning. Seminars are provided to students in an assistive manner. Supervision of student work is systematic, continuous and on an individual basis, done with tutorials and electronically. Students become acquainted with the use of academic methodologies and conventions and practice in source selection, substantiated argumentation and synthetic analysis. Feedback is offered at all stages of the project work.</p>
Bibliography	<p><u>Key text</u></p> <p>Bryman, A. and Bell, E. (2015), <i>Business Research Methods</i>, Oxford University Press.</p> <p>Woodside, M. (2016). <i>The Human Services Internship Experience: Helping Students Find Their Way</i>. SAGE.</p> <p><u>Recommended reading</u></p> <p><i>Organisational Research Methods Journal</i></p> <p><i>Journal of Business Research</i></p>
Assessment	<p>10,000-word project OR 5,000-word report outlining the learning outcomes of the internship period.</p>
Language	<p>English</p>

Course Title	STRATEGIC MANAGEMENT
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Course Code	STM411				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This course introduces the key concepts, tools and principles of strategy formulation and competitive analysis. It is concerned with managerial decisions and actions that affect the performance and survival of business enterprises. The course is focused on the information, analyses, organisational processes and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> Analyse the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry attractiveness. Recognise the different stages of industry evolution and recommend strategies appropriate to each stage. Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies. Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognise it in real-world scenarios. Analyse dynamics in competitive rivalry including competitive action and response, first-mover advantage, co-opetition and winner-take-all and make appropriate recommendations for acting both proactively and defensively. Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production. Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios. Recognise strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making. 				

Prerequisites	FOM115, ORB311	Required	
Course Content	<p>Week 1: Introducing Strategy Week 2: Strategic Management: Creating Competitive Advantages Week 3: Macro Environmental Analysis Week 4: Assessing the Internal Environment of the Firm Week 5: Industry and Sector Analysis Week 6: Resources and capabilities as a Basis of Competitive Advantage Week 7: Recognising a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources Week 8: Stakeholders and Governance Week 9: History and Culture Week 10: Case Study Week 11: Business Strategy and Models Week 12: Corporate Strategy and diversification Week 13: International Strategy: Creating Value in Global Markets Week 14: Entrepreneurial Strategy and Competitive Dynamics Week 15: Mergers, Acquisitions and Alliances Week 16: Assignment Feedback Week 17: Case Study Week 18: Evaluating Strategies Week 19: Strategy Development Process Week 20: Creating Effective Organisational Designs Week 21: Leadership and Strategic Change Week 22: Managing Innovation and Fostering Corporate Entrepreneurship Week 23: The Practice of Strategy Week 24: Case Study Week 25: Guest Speaker Week 26: Revision Weeks 27-28: Examinations</p>		
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>		
Bibliography	<p>Key text</p> <p>Gerry Johnson, Richard Whittington, (2017) <i>Exploring Strategy: Text and Cases</i> (Paperback) Pearson</p> <p>Recommended reading</p> <p><i>Strategic Management Journal</i> <i>Journal of Organisational Change Management</i> <i>Leadership and Organisation Development Journal</i></p> <p>The Learning Organisation</p> <p>Dess, G. G., Lumpkin, G. T., and Eisner, A. B. (2019). <i>Strategic Management: Creating Competitive Advantages</i> (9th Ed.). McGraw-Hill Higher Education</p>		

	Hunger, J. D., and Wheelen, T. L. (2020). <i>Essentials of Strategic Management</i> (5 th Ed.). Pearson.
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY				
Course Code	BEC412				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This course outlines different regulatory processes and ethical practices essential to an understanding of the principles of corporate governance and ethics in the contemporary business environment. It is designed to facilitate analysis of the regulatory influences on the behaviour of corporate executives, information disclosure and board functions/structures and to foster the growth and integration of candidates' knowledge of the ethical influences on the economic, financial, managerial and environmental aspects of management. This course also critically analyses stakeholder participation in decision-making and the moral obligations of corporate managers.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Incorporate the concept of business ethics and corporate social responsibility (CSR) into business decisions. • Justify the importance of ethics and CSR to business and corporate organisations. • Apply a pragmatic and pluralistic approach to business ethics and CSR • Evaluate how decisions are actually made in business ethics. • Critique various tools for managing business ethics. • Explain ethical issues that are found in corporate governance and shareholder relationships. • Explain the rights and duties of employees to the organisation and the issues around this stakeholder group. • Discuss and evaluate the issues arising from the relationship between business organisations and consumers. • Identify the key ethical elements with respect to suppliers and competitors. 				
Prerequisites		Required			
Course Content	<p>Part I: Understanding Business Ethics Week 1: Introducing Business Ethics Week 2: Corporate Responsibility Stakeholders and Citizenship Week 3: Evaluating Business Ethics Week 4: Alternative Perspectives on Ethical Theory Week 5: Making Decisions in Business Ethics Week 6: Shareholders and Business Ethics Week 7: Ethical Issues in Corporate Governance Week 8: Employees and Business Ethics Week 9: The Corporate Citizen and Employee Relations</p>				

	<p>Week 10: Consumers and Business Ethics Week 11: Case Study Week 12: Managing Business Ethics: Tools and Techniques of Business Ethics Management Week 13: Managing Business Ethics: Assessing Ethical Performance Week 14: Case Study Week 15: Shareholders, Business Ethics and Corporate Governance Week 16: Assignment Feedback Week 17: Employees and Business Ethics Week 18: Consumers and Business Ethics Week 19: Suppliers, Competitors and Business Ethics Week 20: Corporate Citizenship and Civil Society Week 21: Government, Regulation and Business Ethics Week 22: Case Study Week 23: Business Ethics and the Ethical Challenges of Globalisation Week 24: Influences on Ethical Decision Making Week 25: Future Perspectives Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Solomon, J., (2020), <i>Corporate Governance and Accountability</i>, (5th Ed.) Sussex: Wiley</p> <p><u>Recommended reading</u></p> <p>David Chandler, (2020) <i>Strategic Corporate Social Responsibility: Sustainable Value Creation</i>, 5th ed. Sage Publication</p> <p>Crane, A. and Matten, D., (2015), <i>Business Ethics</i> (4th Ed.). Oxford: Oxford University Press.</p> <p>Andrew Crane, Dirk Matten, (2015) <i>Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalisation</i>, Oxford; Oxford University Press.</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p>

	A1: Individual Written Assignment (Weighing 30%) A2: Written Exam (Weighing 70%)
Language	English

Course Title	BRAND MANAGEMENT				
Course Code	BRM410				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	TBC				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The importance of brands raises significant questions of how to develop brand equity and how to communicate a branding strategy of differentiation, value and identification. The role of the Brand Manager is reviewed along with formulating the necessary communication strategies to build brand equity and secure market share.</p> <p>More recent approaches in this vein suggest that the traditional brand management approach is all too limited, leaving many questions unanswered. Consequently, more recent approaches address the co-construction of brand value through viral branding, using social media, co-branding and brand extensions. In this respect, the principles of branding are now being applied beyond simply new product development, to such strategies as places, communities and countries.</p> <p>Other key strategies that may be discussed include luxury branding, nation branding, business-to-business branding and corporate brands.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate knowledge of the nature and processes of branding and brand management. • Evaluate the scope of brand management activity across the overall organisational context and analyse how it relates to other business areas. • Appraise the key issues in managing a brand portfolio and making strategic brand decisions. • Formulate and justify brand development decisions • Manage contemporary brand related problems and challenges and develop appropriate strategies and initiatives. 				
Prerequisites		Required			
Course Content	<p>Week 1: Introduction to Brand Management Week 2: Brands and Branding Week 3: Understanding Brand Users I Week 4: Understanding Brand Users II Week 5: Case Study/Workshop Week 6: Brand Equity Week 7: Data, Insights and Measurement I Week 8: Data, Insights and Measurement II Week 9: Case Study/ Workshop Week 10: Co-creating Brand Meaning Over Time: New Brand Co-creation Week 11: Guest Lecture</p>				

	<p>Week 12: Building and Maintaining a Brand's Position Week 13: Extending the Brand, Partnering and Managing Brand Portfolios I Week 14: Extending the Brand, Partnering and Managing Brand Portfolios II Week 15: Brand Innovation: Revitalising and Refreshing Brands I Week 16: Brand Innovation: Revitalising and Refreshing Brands II Week 17: Brand Management Challenges: Global Branding Week 18: Guest Lecture Week 19: Assignment Feedback Week 20: Brand Management Challenges: Corporate Branding, Services and Business to Business Branding I Week 21: Brand Management Challenges: Corporate Branding, Services and Business to Business Branding II Week 22: Case Study/ Workshop Week 23: Brand Management Challenges: Ethics and Brands Week 24: Final Case Study/ Workshop Week 25: Reading week Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text Beverland, M. (2018). Brand management: Co-creating Meaningful Brands. Sage.</p> <p>Recommended reading Temporal, P. (2019). <i>Advanced Brand Management: Building and Implementing A Powerful Brand Strategy</i>. Harriman House</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Group Report (Weighing 30%) A2: Written Exam (Weighing 70%)</p>
Language	English

Course Title	INTERNATIONAL TRADE AND FINANCE
Course Code	ITF413
Course Type	Elective

Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This course provides students with an understanding of the principles and practices of international trade, payments and finance. This includes international trade theory; culture influences on international business decisions; Students will have the opportunity to gain an understanding of the international legal and regulatory framework within which international trade has to be conducted and there is significant emphasis on the practical and operational nature of this subject area.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate an ability to analyse and critique globalisation in the context of international trade and foreign investment • Demonstrate an ability to compare and evaluate alternative theories of international trade • Demonstrate an ability to determine the benefits and costs of foreign direct investment in a chosen context • Demonstrate an ability to compare fixed and flexible exchange rates systems in the context of an integrated world economy • Demonstrate an ability to discuss the importance of international trade and the reasons why it differs from domestic trade 				
Prerequisites		Required			
Course Content	<p>Week 1: Introduction to International Trade Week 2: Trade Theory I Week 3: New Trade Theory Week 4: Case Study Week 5: Transnational Corporations Week 6: Trade and the Global Economy Week 7: Trade Governance Week 8: Case Study Week 9: Geography of Trade Week 10: Trade and Development Week 11: Import Substitution and Export Promotion Week 12: Case Study Week 13: Impact of Trade; Special Economic Zones, Impact on Labour, Trade and Labour Standards Week 14: Impact of Trade; Ethical Trade, Environment and Sustainability Week 15: Trade trends Week 16: Assignment Feedback Week 17: Case Study Week 18: Trade Risks and Risk Assessment I Week 19: Trade Risks and Risk Assessment II Week 20: Methods of Payment Week 21: Bonds, Guarantees and Standby Letters of Credit</p>				

	<p>Week 22: Currency Risk Management Week 23: Trade Finance Week 24: Structure Trade Finance Week 25: Terms of Payment Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Jessie Poon, David L. Rigby (2017) <i>International Trade: The Basics</i>. Routledge</p> <p>Anders Grath, (2016) <i>The Handbook of International Trade and Finance: The Complete Guide for International Sales, Finance, Shipping and Administration</i> (4th Ed.), Kogan Page Limited</p> <p>Recommended reading</p> <p><i>The Journal of International Trade and Economic Development</i></p> <p><i>Review of World Economics</i></p> <p>Kenneth D. Weiss (2017) <i>Building an Import / Export Business</i>, (4th Ed.), Wiley</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p><u>Proposed assessment:</u></p> <p>A1: Individual Written Assignment (Weighing 30%)</p> <p>A2: Written Exam (Weighing 70%)</p>
Language	<p>English</p>

Course Title	DOING BUSINESS IN EMERGING MARKETS				
Course Code	DBE414				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The emergence of new markets that outperform the G7 countries, offers an attractive opportunity for multi-national enterprises. The main objective of this course is to analyse this phenomenon and illustrate how executives and managers approach emerging markets as part of their overall corporate strategies.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Discuss emerging markets and their characteristics. • Identify the main differences and similarities that characterise emerging economies. • Analyse the challenges and opportunities presented by emerging economies. • Describe the institutions of emerging economies that are relevant to managers and how they work. • Examine how low-cost innovations take place in emerging markets. • Explore distinct strategy options for emerging economies. • Assess the risk encountered by firms operating in emerging countries. • Develop entrepreneurial and cross-border business strategies for the multi-level emerging markets. 				
Prerequisites	FOM 115, IMC213 GLM313 STM414	Required			
Course Content	<p>Week 1: Introduction Week 2: Emerging Markets and the New International Economy Week 3: Globalisation and Emerging Markets Week 4: Challenges in Emerging Markets Week 5: Case Study Week 6: Markets and Institutions Week 7: Barriers to Trade and the Integration of International Markets. Week 8: Case Study Week 9: Global Economy Week 10: The Determinants of Attractiveness Week 11: Macro Dimensions that Shape Emerging Markets Week 12: Case Study Week 13: Defining and Managing Risk Week 14: Assessing and Managing Risk Week 15: Targeting Emerging Market Clients I: The Rich and the Middle Classes</p>				

	<p>Week 16: Assignment Feedback Week 17: Case Study Week 18: Targeting Emerging Market Clients II: Strategies for the Base of the Pyramid Week 19: Case Study Week 20: Multinationals Based in Emerging Markets: Features and Strategies Week 21: The Internationalisation of Emerging Market MNEs Week 22: Business Theories and their Applications Week 23: The Negotiation Process and Building Relationships in Emerging Markets Week 24: Case Study Week 25: Guest Speaker Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Ciravegna, L., Fitzgerald, R., and Kundu, S. (2014). <i>Operating in Emerging Markets: A Guide to Management and Strategy in the New International Economy</i>, Pearson</p> <p>Claudia Zeisberger, Michael Prahl, Bowen White (2017) <i>Private Equity in Action: Case Studies from Developed and Emerging Markets</i>, Wiley</p> <p>Recommended reading</p> <p><i>International Journal of Business and Emerging Markets</i></p> <p><i>The Journal of International Trade and Economic Development</i></p> <p><i>Review of World Economics</i></p> <p>Parboteeah, K. Praveen Cullen, John B. (2017) <i>International Business: Perspectives from developed and emerging markets</i> Routledge Publication</p> <p>Claudia Zeisberger , Michael Prahl, (2017) <i>Private Equity in Action: Case Studies from Developed and Emerging Markets</i></p> <p>Ruchir Sharma (2017) <i>The Rise and Fall of Nations: Ten Rules of Change in the Post-Crisis</i>, Penguin</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p>Proposed assessment:</p> <p>A1: Individual Written Assignment (Weighing 30%)</p>

	A2: Written Exam (Weighing 70%)
Language	English

Course Title	STRATEGIC MARKETING				
Course Code	STM415				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This module examines recent developments in marketing thinking and market strategy development. It focuses on the dynamic aspects of market strategy development and current issues. The module aims to introduce students to a systematic way of thinking about developing marketing strategies, familiarise students with current advances practices in marketing strategy help students develop analytical and problem-solving skills in marketing.				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Critically examine the range and complexity of decisions involved in strategic marketing and provide creative solutions to a specified strategic marketing problem • Identify future and current competitive positioning strategies for an organisation and design marketing strategies that create and ensure a sustainable competitive advantage • Devise a range of justifiable objectives which reflect the external and internal contexts of an organisation. 				
Prerequisites	POM111, IMC213	Required			
Course Content	<p>Week 1: Introduction to Market-led Strategic Management Week 2: Strategic Marketing Planning Week 3: Environment, Industry, Competitor and Market Analysis I Week 4: Environment, Industry, Competitor and Market Analysis II Week 5: Understanding the Organisational Resource-Base and Capability-Base View Week 6: Case Study Week 7: Identify Current and Future Competitive Position Week 8: Market Segmentation and Positioning Principles Week 9: Selecting Target Markets Week 10: Principles to Create Sustainable Competitive Advantage Week 11: Case Study Week 12: The Marketing Program: Competing Through the New Marketing Mix Week 13: The Marketing Program: Competing Through the Innovation Week 14: Strategic Customer Management and Customer Participation Week 15: Strategic Alliances and Networks Management Week 16: Assignment Feedback Week 17: Strategy Implementation I Week 18: Strategy Implementation II</p>				

	<p>Week 19: Case Study Week 20: Principles of Internal Marketing Week 21: Ethics and Corporate Social Responsibility as a Strategic Tool Week 22: New Directions and Challenges I Week 23: New Directions and Challenges II Week 24: Case Study Week 25: Guest Lecturer Week 26: Revision Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Graham, H.,(2020). <i>Marketing Strategy and Competitive Positioning.</i>(7th ed) Pearson</p> <p>Recommended reading</p> <p><i>European Journal of Marketing</i> <i>International Marketing Review</i> <i>Journal of The Academy of Marketing Science</i></p> <p>Kim, W. C., and Mauborgne, R. A. (2015). <i>Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant.</i> Harvard business review Press.</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p>Proposed assessment:</p> <p>A1: Individual Written Assignment & Presentation (Weighing 30%) A2: Written Exam (Weighing 70%)</p>
Language	<p>English</p>

Course Title	SOCIAL MARKETING				
Course Code	SOM417				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	TBA				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This module examines the nature of social marketing and how the adoption of marketing concepts, frameworks and techniques developed for commercial marketers can be applied to the solution of social problems.</p> <p>This module aims to:</p> <p>Introduce students to the idea of marketing for a social purpose;</p> <p>Examine the adaptation and adoption of commercial marketing principles and practice into the field of social change marketing;</p> <p>Enable students to appreciate and manage and develop unique social marketing models for changing behaviours and attitudes as well as the use of commercial marketing to deliver goods, ideas and service products for social marketing outcomes.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Define social marketing and understand the concepts of behaviour change for social good. • Analyse the social marketing environment and be able to select target audiences, objectives and goals • Apply the basic and advanced techniques for development of social marketing strategies. • Develop price, promotion and place strategies for a chosen social marketing issue. • Understand how to effectively manage the implementation and evaluation of social marketing projects. 				
Prerequisites	POM111, STM415	Required			
Course Content	<p>Week 1: Defining and Distinguishing Social Marketing</p> <p>Week 2: Strategic Marketing Planning Process</p> <p>Week 3: Determining Research Needs and Options</p> <p>Week 4: Choosing a Social Issue, Purpose and Focus for the Organisation's Plan</p> <p>Week 5: Case Study</p> <p>Week 6: Conducting a Situation Analysis</p> <p>Week 7: Segmenting, Evaluating and Selecting Target Audiences</p> <p>Week 8: Setting Behaviour Objectives and Target Goals</p> <p>Week 9: Case Study</p>				

	<p>Week 10: Identifying Barriers, Benefits, Motivators, the Competitors and Influential Others</p> <p>Week 11: Tapping Behaviour Change Theories, Models and Frameworks I</p> <p>Week 12: Tapping Behaviour Change Theories, Models and Frameworks II</p> <p>Week 13: Crafting a Desired Positioning</p> <p>Week 14: Product: Creating a Product Platform</p> <p>Week 15: Price: Determining Monetary and Non-monetary Incentives and Disincentives</p> <p>Week 16: Assignment Feedback</p> <p>Week 17: Place: Making Access Convenient and Pleasant</p> <p>Week 18: Promotion: Deciding on Messages, Messengers and Creative Strategies.</p> <p>Week 19: Promotion: Selecting Communication Channels</p> <p>Week 20: Case Study</p> <p>Week 21: Managing Social Marketing Programs: Monitoring and Evaluation</p> <p>Week 22: Establishing Budgets and Finding Funding</p> <p>Week 23: Creating an Implementation Plan and Sustaining Behaviours</p> <p>Week 24: Case Study</p> <p>Week 25: Guest Lecturer</p> <p>Week 26: Revision</p> <p>Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This module utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited and students might also get a chance to visit companies.</p>
Bibliography	<p>Key text</p> <p>Nancy R. Lee Philip Kotler (2019) <i>Social Marketing: International Student Edition: Changing Behaviours for Good</i>. Sage</p> <p>Recommended reading</p> <p><i>European Journal of Marketing</i></p> <p><i>International Marketing Review</i></p> <p><i>Journal of The Academy of Marketing Science</i></p> <p>Lefebvre, R. C. (2013). <i>Social Marketing and Social Change: Strategies and Tools for Improving Health, Well-being, and the Environment</i>. John Wiley and Sons.</p>
Assessment	<p>Per CIM regulations, students are assessed via one assignment forming 30% of the total grade, and via one final examination (weighted at 70%). Assignments are recommended by lecturers and approved by the Program Coordinator. Assignments may take the form of a case study, group project/presentation or individual report. Examination questions are set by the course team and are approved by the Board of Examiners. Examination questions, which take the form of essay questions, are not only based on the lecture material but also include judgment questions, questions that are based on acquired sense and questions that test students' knowledge of the subject matter.</p> <p>Proposed assessment:</p> <p>A1: Individual Written Assignment (Weighing 30%)</p>

	A2: Written Exam (Weighing 70%)
Language	English

ANNEX 3

BIBLIOGRAPHY

Course	Module Code	Bibliography
Business Communication and Skills for Success	BCS112	<p><u>Key text</u></p> <p>Bovee, C. L., and Thill, J. V. (2017). <i>Excellence in Business Communication</i>. Pearson.</p> <p>Cottrell, S. (2015). <i>Skills for Success: Personal Development and Employability</i>. Macmillan.</p> <p><u>Recommended reading</u></p> <p>Geraldine E. Hynes, Jennifer R. Veltsos (2018) <i>Managerial Communication, Strategies and Applications (7th ed)</i>, Sage Publishing</p>
Business Mathematics and Statistics	BMS114	<p><u>Key text</u></p> <p>N Das, Dr. J K Das, (2017) <i>Business Mathematics and Statistics</i>. McGraw Hill.</p> <p>Agresti, A. (2018). <i>Statistical Methods for the Social Sciences (5th Ed.)</i>. Pearson</p> <p><u>Recommended reading</u></p> <p><i>Organisational Research Methods Journal</i></p> <p><i>Journal of Business Research</i></p> <p>Jacques, I., (2018). <i>Mathematics for Economics and Business (9th Ed.)</i>. Pearson.</p> <p>Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., and Cochran, J. J. (2016). <i>Quantitative Methods for Business (13th Ed.)</i>. Cengage Learning.</p> <p>Oakshott, L., 2020. <i>Essential Quantitative Methods: For Business, Management, and Finance</i>. 7th ed. Red Globe Press</p>
Principles of Marketing	POM111	<p><u>Key text</u></p> <p>Kotler, P., and Armstrong, G., Harris L.C. and Piercy, N. (2017). <i>Principles of marketing (7th Ed.)</i>. Pearson.</p> <p><u>Recommended reading</u></p> <p><i>European Journal of Marketing</i></p>

		<p><i>International Marketing Review</i></p> <p><i>Journal of The Academy of Marketing Science</i></p> <p>Kisholoy Roy (2016) <i>Case Studies for Marketing Students</i>, Copyrighted</p> <p>Sharp, B. (2018). <i>Marketing: Theory, Evidence, Practice</i> (2nd Ed.) Oxford University Press.</p> <p>Fabian Geyrhalter (2016) <i>How to Launch a Brand - SPECIAL WORKBOOK EDITION (2nd Ed.): Your Step-by-Step Guide to Crafting a Brand: From Positioning to Naming And Brand Identity</i>. Brandnro Publishing</p>
Fundamentals of Management	FOM115	<p><u>Key text</u></p> <p>Robbins, S. P., DeCenzo, D. A., and Coulter, M. K. (2017). <i>Fundamentals of management</i> (10th Ed.). Pearson</p> <p><u>Recommended reading</u></p> <p><i>Academy of Management Journal</i></p> <p><i>Journal of Management</i></p> <p><i>Journal of Management Studies</i></p> <p><i>European Management Review</i></p> <p>David Bodd (2016) <i>Management: An Introduction</i> Pearson</p>
Introduction to Financial Accounting	IFA113	<p><u>Key text</u></p> <p>Wood, F., and Sangster, A. (2018). <i>Frank Wood's Business Accounting</i> (Vol. 1) (14th Ed.). Pearson Education.</p> <p><u>Recommended reading</u></p> <p><i>Accounting Research Journal</i></p> <p><i>Accounting, Auditing and Accountability Journal</i></p> <p><i>International Journal of Accounting and Information Management</i></p> <p><i>Journal of Accounting and Organisational Change</i></p> <p><i>Journal of Applied Accounting Research</i></p> <p>Greg Shields (2018) <i>Accounting: The Ultimate Guide to Accounting</i> Kindle Edition</p>

		Stickney, Clyde P., and Roman L. Weil (2020). <i>Financial Accounting: An Introduction to Concepts, Methods, and Uses</i> (14th Ed.) Cengage.
Economics	ECO110	<p><u>Key text</u></p> <p>Mankiw, G.N., (2018) <i>Principles of Economics</i> (8th Ed.). Cengage Learning.</p> <p><u>Recommended reading</u></p> <p><i>Economics and Business Review</i></p> <p><i>EuroEconomica</i></p> <p><i>Review of Economic Analysis</i></p> <p><i>Business and Economics Journal (BEJ)</i></p> <p>Begg, D., Vernasca, G., Fischer, S. and Dornbusch R., (2020), <i>Economics</i> (12th ed) by McGraw-Hill Higher Education.</p> <p>Parkin, M., Powell, M. and Matthews, K., (2017), <i>Economics: European Edition</i>, Pearson.</p>
Business Information Systems	BIS214	<p><u>Key text</u></p> <p>Bocij, P., Greasley, A., and Hickie, S. (2018). <i>Business Information Systems: Technology, Development and Management for the Modern Business</i>. (6th Ed.). Pearson education.</p> <p><u>Recommended reading</u></p> <p><i>Information Systems Journal</i></p> <p>Belanger, F., Van Slyke, C., and Crossler, R. E. (2019). <i>Information systems for business: an experiential approach</i>. (3rd Ed.). Prospect Press.</p> <p>Laudon, K. and Laudron, J.P. (2017). <i>Management Information Systems</i>. (15th Ed.). Pearson.</p>
Management and Cost Accounting	MCA212	<p><u>Key text</u></p> <p>Drury, C. M. (2018). <i>Management and cost accounting</i> (10th Ed). Cengage.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Financial Reporting and Accounting</i></p> <p><i>Review of Accounting and Finance</i></p>

		Peter Atrill (2018) <i>Management Accounting for Decision Makers</i> (9th Ed.) Pearson
Consumer Behaviour	COB211	<p><u>Key text</u></p> <p>Mothersbaugh, D. L., Hawkins, D. I.. (2016). <i>Consumer Behaviour: Building Marketing Strategy</i> (13th Ed). McGraw-Hill.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Consumer Research</i></p> <p><i>Journal of Retailing</i></p> <p><i>Journal of Marketing</i></p> <p><i>Journal of Business Research</i></p> <p><i>European Journal of Marketing</i></p> <p>John O’Connor & Peter Whitelaw,(2019) <i>Customer at the Heart: How B2B leaders build successful Customer-Centric Organisations</i>, Peter Whitelaw Consulting Pty Ltd</p> <p>Robert B. Cialdini , (2020) <i>Influence: Science and Practice</i> , 5th ed, Copyrighted Material</p> <p>Solomon, M., Bamossy, G., Askegaard, S. and Hogg, M. K.. (2016). <i>Consumer Behaviour: A European Perspective</i> (6th Ed). Pearson</p> <p>Schiffman, L. G. and Kanuk, L. L.. (2017). <i>Consumer Behaviour</i> (12th Ed). Pearson</p>
Human Resource Management	HRM210	<p><u>Key text</u></p> <p>Nick Wilton (2019) <i>An Introduction to Human Resource Management</i>, (4th Ed.) Kindle</p> <p><u>Recommended reading</u></p> <p><i>Journal of Human Resources</i></p> <p><i>Human Resource Management Review</i></p> <p><i>Human Resource Management International Digest</i></p> <p>Armstrong, M. (2017), <i>Armstrong’s Handbook of Human Resource Management Practice</i>, Kogan Page.</p> <p>Bratton, J. and Gold, J. (2017), <i>Human Resource Management: Theory and Practice</i>, (6th ed.), Palgrave Macmillan.</p>

		Leatherbarrow, C., Fletcher, J.A., (2019), Introduction to Human Resource Management: A Guide to HR in Practice, Kogan Page Limited
Integrated Marketing Communications	IMC213	<p><u>Key text</u></p> <p>Blakeman, R. (2018). <i>Integrated Marketing Communication: Creative Strategy from Idea to Implementation</i> (3rd Ed.). Rowman and Littlefield.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Retailing</i></p> <p><i>Journal of Marketing</i></p> <p><i>Journal of Business Research</i></p> <p><i>European Journal of Marketing</i></p> <p><i>Corporate Communications: An International Journal.</i></p> <p>Scott, Eric J. (2018). <i>Social Media Marketing: A Beginner's Guide to Dominating the Market with Social Media Marketing</i>. Eric J Scott via Publish Drive</p> <p>George E. Belch and Michael A. Belch, (2017) <i>Advertising and Promotion: An Integrated Marketing Communications Perspective</i> McGraw Hill</p>
Business Law	BUL215	<p><u>Key text</u></p> <p>MacIntyre, E., (2018), <i>Business Law</i> (9th Ed). Pearson.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Business Law</i></p> <p><i>European Journal of Law and Economics</i></p> <p>Baskind, E., Osborne, G. and Roach, L. (2018), <i>Commercial Law</i> (3rd Ed.). Oxford University Press.</p> <p>Richards, P. (2019). <i>Law of Contract</i> (14th Ed.) Pearson.</p> <p>Woodroffe, G., and Lowe, R. (2016). <i>Woodroffe and Lowe's Consumer Law and Practice</i> (10th Ed.) Sweet and Maxwell.</p> <p>Lowry, J. and Dignam, A. (2018), <i>Company Law</i> (10th Ed.) Oxford University Press.</p>
Global Marketing	GLM313	<p><u>Key text</u></p> <p>Keegan, W.J. and Green, M.C., (2018). <i>Global Marketing</i>. Pearson</p> <p><u>Recommended reading</u></p>

		<p><i>Journal of Retailing</i></p> <p><i>Journal of Marketing</i></p> <p><i>Journal of Business Research</i></p> <p><i>European Journal of Marketing</i></p> <p>Lowe. R., Kenyon, A. and Doole, I. (2019). <i>International Marketing Strategy: Analysis, Development and Implementation</i>. Cengage Learning EMEA.</p>
Public Relations	PUR312	<p><u>Key text</u></p> <p>Fraser P. Seitel, (2017). <i>Practice of Public Relations</i>, (13th Ed.), Pearson</p> <p><u>Recommended reading</u></p> <p><i>Public Relations Review</i></p> <p><i>Journal of Advertising and Public Relations - Sryahwa Publications</i></p> <p>Karla K. Gower. (2017). <i>Legal and Ethical Considerations for Public Relations</i>, (3rd Ed.), Waveland Press</p> <p>Regina M. Luttrell and Luke W. Capizzo, (2018). <i>Public Relations Campaigns: An Integrated Approach</i>, Sage Publications</p>
Business Finance	BUF310	<p><u>Key text</u></p> <p>Ross, S. A., Westerfield, R., and Jordan, B. D. (2019). <i>Fundamentals of Corporate Finance</i> (12th Ed.). McGraw-Hill Education.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Banking and Finance</i></p> <p><i>Journal of Finance</i></p> <p><i>Journal of International Money and Finance</i></p> <p><i>Journal of Financial Economics</i></p> <p>Paul Asquith and Lawrence A. Weiss, (2016) <i>Lessons in Corporate Finance: A Case Studies Approach to Financial Tools, Financial Policies, and Valuation</i> (Wiley Finance).</p> <p>Arnold, G., Lewis, D., (2019). <i>Corporate Financial Management</i> (6th Ed.). Pearson Education.</p>

<p>Organisational Behaviour</p>	<p>ORB311</p>	<p><u>Key text</u></p> <p>Robbins, S., Judge, T. A. (2017). <i>Organisational Behaviour</i> (17th Ed.). Pearson.</p> <p><u>Recommended reading</u></p> <p><i>Academy of Management Journal</i></p> <p><i>Academy of Management Review</i></p> <p><i>Personnel review</i></p> <p><i>Human Resource Management Journal</i></p> <p><i>HR Magazine</i></p> <p><i>The International Journal of Human Resource Management</i></p> <p><i>Human Resource Management Review</i></p> <p>John Bratton (2017) <i>Introduction to Work and Organisational Behaviour</i> Palgrave</p> <p>Ronald Warren (2017) <i>Personality at Work: The Drivers and Derailers of Leadership</i> Mc Graw -Hill</p>
<p>Leading Organisational Change</p>	<p>LOC314</p>	<p><u>Key text</u></p> <p>Thomas G. Cummings and Christopher G. Worley, (2015) <i>Organisation Development and Change</i>, Stamford, CT, Cengage Learning</p> <p><u>Recommended reading</u></p> <p><i>Journal of Organisational Change Management</i></p> <p><i>Leadership and Organisation Development Journal</i></p> <p><i>The Learning Organisation</i></p> <p>Naomi Stanford (2018) <i>Organisation Design</i> Paperback Routledge</p>
<p>Digital Marketing</p>	<p>DIM315</p>	<p><u>Key text</u></p> <p>Charles F. Hofacker (2018). <i>Digital Marketing: Communicating, Selling and Connecting</i>. Edward Elgar Publishing,</p> <p><u>Recommended reading</u></p> <p><i>Journal of Direct, Data and Digital Marketing Practice</i></p> <p><i>Journal of Marketing</i></p>

		<p><i>Journal of Business Research</i></p> <p><i>European Journal of Marketing</i></p> <p>Philip Kotler, Hermawan Kartajaya, Iwan Setiawan (2016). <i>Marketing 4.0: Moving from Traditional to Digital</i>, Wiley and Sons.</p> <p>Kasim Aslam (2017). <i>The 7 Critical Principles of Effective Digital Marketing</i> Stone Soup. Hustler Publications</p>
Services Marketing	SEM316	<p>Key text</p> <p>Wirtz, J., Lovelock, C. H., and Chew, P., (2017). <i>Essentials of Services Marketing</i>. Pearson</p> <p>Recommended reading</p> <p><i>Journal of Marketing</i></p> <p><i>Journal of Business Research</i></p> <p><i>European Journal of Marketing</i></p> <p>Wilson, A., Zeithaml, V. A., Bitner, M. J., and Gremler, D. D. (2016). <i>Services Marketing: Integrating customer Focus Across the Firm</i> (No. 2nd EU Ed.). McGraw Hill.</p> <p>Douglas Hoffman and John E.G. Bateson (2016) <i>Services Marketing: Concepts, Strategies, and Cases</i>, Cengage Learning</p>
Entrepreneurship and Innovation	EAI317	<p>Key text</p> <p>Bessant, J., and Tidd, J. (2015). <i>Innovation and Entrepreneurship</i> (3rd Ed.). John Wiley and Sons.</p> <p>Recommended reading</p> <p><i>Journal of Research in Marketing and Entrepreneurship</i></p> <p><i>International Journal of Entrepreneurial Behaviour and Research</i></p> <p><i>Journal of Entrepreneurship in Emerging Economies</i></p> <p><i>European Journal of Innovation Management</i></p> <p><i>World Journal of Entrepreneurship, Management and Sustainable Development</i></p> <p>Ken Banks, (2016) <i>Social Entrepreneurship and Innovation: International Case Studies and Practice</i>, Springer</p>

		<p>James Hayton, Carlo Salvato, et al. (2014) <i>Global Entrepreneurship: Case Studies of Entrepreneurial Firms Operating around the World</i>, Routledge</p> <p>Schiling, M. A. (2020). <i>Strategic Management of Technological Innovation</i> (6th Ed.). McGraw-Hill</p>
Graduate Project/Internship	GPI450	<p><u>Key text</u></p> <p>Bryman, A. and Bell, E. (2015), <i>Business Research Methods</i>, Oxford University Press.</p> <p>Woodside, M. (2016). <i>The Human Services Internship Experience: Helping Students Find Their Way</i>. SAGE.</p> <p><u>Recommended reading</u></p> <p><i>Organisational Research Methods Journal</i></p> <p><i>Journal of Business Research</i></p>
Strategic Management	STM411	<p><u>Key text</u></p> <p>Gerry Johnson, Richard Whittington, (2017) <i>Exploring Strategy: Text and Cases</i> (Paperback) Pearson</p> <p><u>Recommended reading</u></p> <p><i>Strategic Management Journal</i></p> <p><i>Journal of Organisational Change Management</i></p> <p><i>Leadership and Organisation Development Journal</i></p> <p>The Learning Organisation</p> <p>Dess, G. G., Lumpkin, G. T., and Eisner, A. B. (2019). <i>Strategic Management: Creating Competitive Advantages</i> (9th Ed.). McGraw-Hill Higher Education</p> <p>Hunger, J. D., and Wheelen, T. L. (2020). <i>Essentials of strategic management</i> (5th Ed.). Pearson.</p>
Business Ethics and Corporate Social Responsibility	BEC412	<p><u>Key text</u></p> <p>Solomon, J., (2020), <i>Corporate Governance and Accountability</i>, (5th Ed.) Sussex: Wiley</p> <p><u>Recommended reading</u></p> <p>David Chandler, (2020) <i>Strategic Corporate Social Responsibility: Sustainable Value Creation</i>, 5th ed. Sage Publication</p> <p>Crane, A. and Matten, D., (2015), <i>Business Ethics</i> (4th Ed.). Oxford: Oxford University Press.</p>

		Andrew Crane, Dirk Matten, (2015) <i>Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalisation</i> , Oxford; Oxford University Press
Brand Management	BRM410	<p><u>Key text</u></p> <p>Beverland, M. (2018). <i>Brand management: Co-creating meaningful brands</i>. Sage.</p> <p><u>Recommended reading</u></p> <p>Temporal, P. (2019). <i>Advanced Brand Management: Building and Implementing a Powerful Brand Strategy</i>. Harriman House</p>
International Trade and Finance	ITF413	<p><u>Key text</u></p> <p>Jessie Poon, David L. Rigby (2017) <i>International Trade: The Basics</i>. Routledge</p> <p>Anders Grath, (2016) <i>The Handbook of International Trade and Finance: The Complete Guide for International Sales, Finance, Shipping and Administration</i> (4th Ed.), Kogan Page Limited</p> <p><u>Recommended reading</u></p> <p><i>The Journal of International Trade and Economic Development</i></p> <p><i>Review of World Economics</i></p> <p>Kenneth D. Weiss (2017) <i>Building an Import / Export Business</i>, (4th Ed.), Wiley</p>
Doing Business in Emerging Markets	DBE414	<p><u>Key text</u></p> <p>Ciravegna, L., Fitzgerald, R., and Kundu, S. (2014). <i>Operating in Emerging Markets: A Guide to Management and Strategy in the New International Economy</i>, Pearson</p> <p>Claudia Zeisberger, Michael Prah, Bowen White (2017) <i>Private Equity in Action: Case Studies from Developed and Emerging Markets</i>, Wiley</p> <p><u>Recommended reading</u></p> <p><i>International Journal of Business and Emerging Markets</i></p>

		<p><i>The Journal of International Trade and Economic Development</i></p> <p><i>Review of World Economics</i></p> <p>Parboteeah, K. Praveen Cullen, John B. (2017) <i>International Business: Perspectives from Developed and Emerging Markets</i> Routledge Publication</p> <p>Claudia Zeisberger , Michael Prahl, (2017) <i>Private Equity in Action: Case Studies from Developed and Emerging Markets</i></p> <p>Ruchir Sharma (2017) <i>The Rise and Fall of Nations: Ten Rules of Change in the Post-Crisis</i>, Penguin</p>
Strategic Marketing	STM415	<p><u>Key text</u></p> <p>Graham, H.,(2020). <i>Marketing Strategy and Competitive Positioning.</i>(7th ed) Pearson</p> <p><u>Recommended reading</u></p> <p><i>European Journal of Marketing</i></p> <p><i>International Marketing Review</i></p> <p><i>Journal of The Academy of Marketing Science</i></p> <p>Kim, W. C., and Mauborgne, R. A. (2015). <i>Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant.</i> Harvard Business Review Press.</p>
Social Marketing	SOM417	<p><u>Key text</u></p> <p>Nancy R. Lee Philip Kotler (2019) <i>Social Marketing: International Student Edition: Changing Behaviours for Good.</i> Sage</p> <p><u>Recommended reading</u></p> <p><i>European Journal of Marketing</i></p> <p><i>International Marketing Review</i></p> <p><i>Journal of The Academy of Marketing Science</i></p> <p>Lefebvre, R. C. (2013). <i>Social Marketing and Social Change: Strategies and Tools for Improving Health, Well-being and the Environment.</i> John Wiley and Sons.</p>

