



**Reply to Programme Accreditation Report by
the External Evaluation Committee (EEC),
acting on behalf of Cyprus QAA for Higher Education for the
Shipping Management
(4 Years, BA)
Limassol, 20 March 2018**

Dr Christos Hadjiyannis
Director of Quality

Assoc Prof Angelos Arkoulis
Academic Director, Limassol & Programme Coordinator

Captain Valentin Mavrinc
Director of Shipping Studies

Assoc Prof George Zachariades
Director of Undergraduate Studies

*Report approved by the Academic Committee and
the Internal Quality Assurance Committee*

Limassol, May 2018

Introduction

Our Institute would like to express its appreciation towards Cyprus QAA and the members of the External Evaluation Committee (EEC) for visiting our premises on 20 March 2018.

The report of the EEC has been carefully read and meticulously analysed by a team of four members, who present their reply below. The response has been approved by the Academic Committee (under the Academic Director) and the Internal Quality Assurance Committee (under the Director of Quality), which met at an extraordinary session at our Nicosia campus a few days ago.

We worked hard to read the report of the EEC in as constructive and positive light as possible. We thank the members for their feedback and input and recognize and take many of their points. We note that both the EEC that examined the programme «MBA Shipping» in May 2018 – a programme within the same field but of higher level – as well as the EEC that examined our «MSc in Human Resource Management & Corporate Strategy» evaluated our processes in a completely different way. While the EEC responsible for the programme «MSc in Human Resource Management & Corporate Strategy» awarded us with a top grade of 5/5 an astounding 80 times, reserving special praise for our processes (which are of course the same for the BA in Shipping Management), this last EEC awarded only one 5/5. The difference in opinion is vast and begs disbelief.

Before we turn to addressing each issue raised by the ECC, we would like to draw your attention to some considerations that pertain especially to CIM's character and ethos, and the nature of the course under review.

As you will be aware, The Cyprus Institute of Marketing is a private education Institute that has been providing high-quality education services for the past 40 years. We have always insisted that our programmes followed European educational standards. Our Master programmes in particular have a very strong reputation in Cyprus, something that we have earned through decades of hard work, careful planning, and considerable financial investment. We are very pleased that the feedback from our alumni and business partners has been so encouraging and reassuring.

The success of all the CIM programmes, this BA programme included, is chiefly down to the fact that they have a strong practical orientation. We have designed a programme that allows students from diverse backgrounds, to acquire essential management skills immediately applicable in the real business world. The majority of our students are individuals who desire to succeed in the local business world, and the main reason they join us (as revealed by internal marketing surveys) is because our Institute has a reputation for being one of the most business-oriented programmes in Cyprus.

One way in which we ensure that our graduates are world-ready is by employing the skills and expertise of Visiting Lecturers – individuals with many years of work experience. In fact, this is one of our competitive advantages: that we maintain a fine balance between instructors who are members of top companies and acclaimed academics. This practice

has allowed us to differentiate our programmes from programmes of other public or private institutions that are of considerably larger scale. It has also enabled us to maintain our share in the highly competitive market of education. For us, it is vital to preserve this comparative advantage in order to be able to remain competitive. Furthermore, as a dedicated Business institute, we believe in bridging gaps between academia and industry.

The Institute's Council has approved the Academic Committee's plans for the future and has placed the accreditation of key programmes offered in Nicosia and Limassol at the heart of our Strategic Plan 2018-2021.

As such, the programme under evaluation now has already been through the scrutiny of two different panels of experts. Added to that, the programme already accreditation by ICS, the leading Professional Body in Shipping highly regarded by employers. Finally, the programme is fully aligned with programmes with similar objectives offered by leading universities globally in Shipping Management, such as, for example, the University of Southampton (<https://www.solent.ac.uk/courses/undergraduate/shipping-and-port-management-bsc>)

In its decision to apply for the accreditation of the BA Shipping Management, the Academic Committee and the Council have the following aims: to improve ourselves through the process; to attract more quality students and instructors; to improve the employment opportunities of our graduates; to remain competitive towards other similar institutions; and to enable CIM to grow and develop.

It is with this in mind that, despite various objections and reservations, we have read the ECC's comments with care and decided to fully implement all of their substantiated and reasonable recommendations. We thank them for their feedback and we look forward to a positive outcome.

In the spirit of professionalism and congeniality that marks all of our interactions with EEC, the members of our team ask to be allowed in the following part to address some points raised by the EEC and comment accordingly.

Response to specific comments raised by the EEC:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

Teaching personnel

- *There are only two full-time members of staff with a specialization in shipping and thus able to teach shipping-related modules. This is an area where further investment for additional members of full-time faculty is required.*
 - The particular programme is made up of 50% Management-oriented modules and 50% Shipping-oriented modules;

- We have 2 resident Shipping Lecturers and 5 Visiting Lecturers. This was deemed satisfactory by the Panel during their concluding statements at the end of the accreditation visit, and in particular by Prof. Photis Panayides, who expressly and explicitly stated that even at the Cyprus University of Technology, a much bigger Institution, there are only 2 resident lecturers in Shipping, which is why, it was stated, it was not be expected from a smaller Institution to have more resident Shipping academics, except, of course, in case student numbers radically grow in the future;
- The current ratio of lecturers to students is perhaps the highest in Cyprus among all academic institutions;
- For our «MBA Shipping», a programme of higher level, the previous EEC deemed CIM to have a strong team of academics.
- Given that this programme is 50% Management-oriented, it was surprising that the ECC did not take into account the many resident academics with Management orientation to support the programme.

We have moved to recruit two more academics with a Shipping orientation to support the programme:

- a. Dr Sotiris Jeropoulos has been appointed as permanent member of faculty as of 1st May. Dr Jeropoulos has previously been the Director of Shipping Studies at Frederick University, the only other academic institution in Cyprus to offer a similar programme. The relevant confirmation letter and Curriculum Vitae have been appended below (please see Annex 1).
- b. We would also like to mention Mr Mazen Barhoun, an experienced Lecturer of Shipping-related modules who already has an association with us as a past Visiting Lecturer. Please refer to the letter and Curriculum Vitae appended below (please see Annex 1).

We hope that the above shows that we comply fully with the requirements of the Cyprus Quality Assurance Agency for the issue of faculty.

• *The Committee acknowledges that the Institution has yet to allocate teaching personnel to the modules in years 3 and 4. The Committee believes that this needs to be addressed.*

- In line with the instructions of the Cyprus Quality Assurance Agency, which we were surprised to see that the ECC was unaware of, it is customary for the accreditation of new Bachelor programmes to include only indicative lecturers for the first two years of studies.
- Nonetheless, in the hope that this satisfies the EEC, we have identified the lecturers for all years. The new table of modules with corresponding indicative lecturers appears at Annex 2.

- *The Committee notes that the academic personnel's teaching load appears to be at the higher end of the scale which may inhibit the conduct of research and is not in accordance to international standards promoting high quality research.*
 - Our personnel's teaching load is aligned to international standards promoting high quality research, as was verified by two separate EECs (in May 2017 and March 2018). We are surprised that this EEC has thought so differently.
 - The Programme Coordinator, for example, Dr Angelos Arkoulis, is given a full research day once a week – as per international practice, something which was expressly mentioned to the EEC during their visit.
 - CIM has processes to reward teaching activity, reducing drastically (50% or over) the teaching load of lecturers engaged in research, something which both other EECs noted, but not this one

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

2.1 Purposes and objectives

- *It is not clear whether the purpose and objectives of the program served as a guide for the design of the program of study.*
- *The learning objectives of certain modules are not always reflected in the content of the module.*
- *There is significant overlap in the content across different modules.*
- *Some modules may not be at the required level of study in terms of academic standard..*
 - We are always open to expert opinion about our programmes, so, following the stipulations of the EEC, and putting our reservations about some of their claims to the side, we have duly reviewed all modules to ensure that learning objectives are fully reflected in the content of the module, that, moreover, there is no significant overlap in the content across the different modules, and that all modules are at the required level of study in terms of academic standard (see Annex 2).

2.2 Structure and Content of the Program of studies

- *It appears that the program of study has not been structured in a consistent manner and sequence. There are introductory modules that could be placed in earlier years of study. Some modules in later years could be moved to the first year of study (e.g. Maritime Geography).*

Once again embracing the EEC's opinion, we have made the change as per the EEC's recommendation as it appears at Annex 2.

- *Other modules (e.g. Customs and Ship Documentation) may be redundant at this level and could be replaced with more IT and maritime technology related modules.*
 - As per the EEC's recommendation, we have removed the module of "Customs & Ship Documentation".
 - Regarding their comment about IT modules, we already have an IT module named "Business Information Systems", offered in Year 2. Nevertheless, we have redesigned the existing module to incorporate the EEC's comments about including some lectures on Excel, with the new revamped module now titled "Computers & Information Systems", as it appears at Annex 2.
 - There is no bibliography and no academic research to support an independent module on "Maritime Technology", and this was also confirmed to us by external consultants.
- *The content of the program needs to be updated to reflect latest developments in shipping and ship management (shipping finance, shipping risk management, IT, digital shipping etc.).*

We have taken into consideration this comment and have moved to make changes to include modules that are contemporary and that can also be backed up by relevant research and bibliography.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- *There seems to be lack of a research strategy and clear direction as to a research orientation.*
- *There must be a clearer strategy towards attraction of research funds and/or orientation towards the conduct of academic research.*
- *Research results do not seem to be part of the teaching and learning component of the program*
 - We have taken into account the EEC's recommendation when formulating our Research Strategy. We had already explained part of our strategy and the many strides CIM is taking towards developing a research culture through our newly established Research Centre (Cyprus Centre for Business Research). The Centre has been working from its outset in 2017 to develop and push a research strategy, something which was ratified in our first extended Research Fellows meeting in March. We have made it a key concern to integrate research into the teaching and learning component of all programs.
 - We were happy that our Research Strategy was deemed very satisfactory and appropriate by the other EECs visiting us, with the last one before this EEC congratulating us on our Research plans.
 - The updated Research Strategy appears as Annex 3.

4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK

4.2 Infrastructures/support

- *There is no evidence that teaching personnel are provided with relevant opportunities for training in teaching methods.*

We were very surprised to read this claim on the report, and we object to it on the following ground:

- We repeatedly informed the EEC about the training conducted at our Institute, mentioning names and dates of training in 2017, for example. The EEC requested no evidence for it. Previous EECs commended the training offered by the Institute.
- *The remuneration of academic staff is not disclosed. There is evidence of cost allocation per teaching hour in the feasibility study which seems to be below local and international standards.*

We were very surprised to read this claim on the report, and we object to it on the following ground:

- Our lecturers' fees are fully aligned with local and international standards. No mention of this was made during the meeting and no discussion made regarding this point by the EEC.

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE

- *The presented structure and content leans closer towards a vocational rather than an academic program that leads to a Bachelor's Degree recognized by the Government of Cyprus and therefore to an internationally valid academic title.*
 - Factoring in difference of opinion and taking the EEC's comments into mind, we have made several important changes to the programme to address any concerns about its academic orientation.
- *Based on the input provided by the CIM team, most students are facing difficulties with 'academic writing'.*
 - **Based on conversations with fellow academics at other academic institutions, it is to be expected that "students in Cyprus generally face difficulties with academic writing", which is why – it was added – CIM introduced writing clinics and made academic writing a component of its Business English compulsory module.**
 - As mentioned to the EEC, CIM already conducts "writing clinics", and we have moved to make these even more frequent and more widespread.

- *In view of the input of both students and the CIM team, the Committee suggests including a module or a seminar that builds further up the IT skills of the students, and particularly in understanding modern technology and using widely-applied software tools, e.g. MS-Excel.*
 - All students coming out of High School are familiar (if not expertly proficient) with MS-Excel; our Academic Committee judges that to include such a module would go against the EEC's recommendation of making the programme more academic and less "vocational".
 - Yet again, however, and taking into account the EEC's recommendation, and despite the fact that a "Business Information Systems" would be more appropriate for Bachelor level programmes and more aligned with international practice, the renamed module "Computers & Information Systems" has now included some lectures on MS Excel.
- *The Committee suggests CIM to consider adopting a policy on ethics, and particularly on business and academic ethics due to the dual nature of the CIM. This policy should be reflected in all courses and modules.*
 - CIM has a clear policy on ethics and we pride ourselves on it. The question of a policy on ethics never came up in our discussion during the deliberations of the EEC.
 - Ethics is a recurring theme in many modules of the particular programme.
 - Nonetheless, and in line with our practice of taking the comments of the EEC into consideration, we have added an independent module on «Business Ethics».
- *Methodological modules should be included; modules ensuring a solid academic background of students in the fundamental fields of economics, mathematics and statistics, law (fields of law, introduction to the English Law), finance (e.g. value of money, loan and interest calculations), etc. should be offered at the beginning of the program; specialization modules should be clearly linked with methodological and advanced methodological ones.*
 - The program already includes sufficient methodological modules, including the following:
 - i. Quantitative Methods
 - ii. Business Law
 - iii. Business Economics
 - iv. Principles of Management
 - Nonetheless, we have now added components of Mathematics in the module of "Quantitative Methods".
- *Advanced methodological modules building upon the fundamental ones, such as corporate finance, corporate law, etc. should support the specialization modules.*
 - We have linked further the specialization modules with the methodological ones (Annex 2).

- *Modules focusing on current trends and future needs, such as digitalization, corporate social responsibility, etc. and their application in shipping should be included.*
 - We thank the EEC for this recommendation have included in the updated course structure modules focusing on current trends and future needs:
 - i. Business Ethics
 - ii. Marine Safety
 - iii. Shipping and the Environment

- *Modules or sub-modules clarifying the rationale, evolution and enforcement of regulations in the industry should be clearly incorporated in the curriculum. As an example, such a module should focus not only on the instruments of the International Maritime Organization (IMO), such as SOLAS, MARPOL, etc. but also on the decision-making processes in the IMO, the enforcement regime of the port state control as well as of the European Transport Policy and its impact.*
 - We thank the EEC for this recommendation and have included in the updated course structure a module named «International Maritime Conventions» which covers all of the EEC's recommendations.

- *The admission procedures, especially the procedures for transferring or recognizing of credits attained in other Universities should be clarified.*

We are surprised that the EEC did not seem to notice that the application pack expressly states (page 11):

"Exemptions: Exemptions may be granted on the basis of Accreditation of Prior Learning (APL), up to a maximum of 1/3 of the total credits, i.e. 80 ECTS."

- *The pass-mark should be elevated to 50% rather the current of 40%, in line with other academic institutions in Cyprus.*

The undergraduate pass-mark is in line with the UK academic system, a system we have been following with great success for the past 40 years. The Internal Regulation of the Institute which is approved by the Ministry of Education sets the pass-mark for undergraduate programmes at 40%. This bears no difference to the standard of the Institute.

With the permission of the QAA, the CIM Committee would also like to comment on the instances where the EEC awarded us low grades (specifically 1/5 & 2/5)

1/5

- *It is ensured that teaching and learning have been adequately enlightened by research.*
 - We are surprised since this is a grade which is at odds with the grading of the other EECs that have visited our Institute.

2/5

- *The number of full-time academic personnel, occupied exclusively at the institution, and their fields of expertise, adequately support the program of study.*
 - As explained above (p. 4), the EEC expressed its satisfaction on the day of their visit with CIM having 2 resident faculty, stating expressly that this is in line with much bigger state universities e.g. CTU. That this admission should then result in a low scoring is surprising.
- *Publications within the discipline.*
 - We take this point into consideration, but are confident that the heavy funding in research, the newly-established Research Centre, which has shipping as its top priority, its increased research seminar activity, would address this issue.
- *The academic personnel's teaching load does not limit the conduct of research, writing, and contribution to the society.*
 - Our personnel's teaching load is aligned to international standards promoting high quality research, as was verified by two separate EECs (in May 2017 and March 2018); CIM has processes to reward teaching activity, reducing drastically (50% or over) the teaching load of lecturers engaged in research, etc.
- *Future redundancies / retirements, expected recruitment and promotions of academic personnel safeguard the unimpeded implementation of the program of study within a five-year span.*
 - We judge a low grading in this instance once more unfair and unjust, as we have a carefully thought out hiring and progression policy and a very low turnover.
- *The purpose and objectives of the program and the learning outcomes are utilized as a guide for the design of the program of study.*
 - The comments of the EEC in this instance have been fully incorporated into our redesign of the course.

- *The program's content, the methods of assessment, the teaching materials and the equipment, lead to the achievement of the program's purpose and objectives and ensure the expected learning outcomes.*
 - The comments of the EEC in this instance have been fully incorporated into our redesign of the course.
- *The course curricula clearly define the expected learning outcomes, the content, the teaching and learning approaches and the method of assessing student performance.*
 - The comments of the EEC in this instance have been fully incorporated into our redesign of the course.
- *The program, in addition to the courses focusing on the specific discipline, includes an adequate number of general education courses.*
 - As already mentioned (p. 9), and as clear from the course structure, the program does have an array of courses that can be classified as general education, but all within the culture and tradition of the UK system that we are following. General education courses include Business English, Quantitative Methods, Business Law, Business Economics, Principles of Management.
- *Effective management of the program of study with regard to its design, its approval, its monitoring and its review is in place.*
 - The grading comes as a surprise as is inexplicable given this EEC's verbal compliments towards the management team on the day of the visit and previous EECs's high praise in writing of our quality processes.
- *The academic hierarchy of the institution (Rector, Vice-Rectors, Deans, Chairs and Programs' Coordinators, academic personnel) have the sole responsibility for academic excellence and the development of the programs of study.*
 - The grading here is once more surprising. Previous EEC completely disagree with the assessment.
- *The recognition and transfer of credit units from previous studies is regulated by procedures and regulations which ensure that the majority of credit units is awarded by the institution which awards the higher education qualification.*
 - The issue of credit transfer is made clear both in the application and in our handbooks.
- *The academic profile of the program of study is compatible with corresponding programs of study in Cyprus and internationally.*

- Yet again, this grading is surprising. Taking one example – the programme as offered by the University of Southampton – it becomes clear that our programme is compatible with this leading programme.
- *Internal funding of the academic personnel's research activities is compared positively to the funding of other institutions in Cyprus and abroad.*
- *The participation of students, academic, teaching and administrative personnel of the program in research activities and projects is satisfactory.*
- *Student training in the research process is sufficient.*
- Previous EEC completely disagree with the assessment.

While at the beginning of March 2018 our Institute received 5/5 in 80 fields of the scorecard and only one 2/5, two weeks later this other EEC did not award us a single 5/5 and gave us 2/5 an outstanding twenty four times. Nonetheless, we have taken the EEC's comments into account where possible and have sought to use it as constructively as possible.

Names of the Panel that has produced the above Reply to the Report:

Name	Position
Dr Christos Hadjiyannis	Director of Quality
Associate Prof Angelos Arkoulis	Academic Director, Limassol & Programme Coordinator
Assoc Prof George Zachariades	Director of Undergraduate Studies
Captain Valentin Mavrinac	Director of Shipping Studies

ANNEX 1

Dr Sotiris Jeropoulos
K. Paleologou 25 B
Limassol 3095

18th April 2018

TO WHOM IT MAY CONCERN

This is to confirm that as of 1st May 2018 I will be appointed as faculty member for The Cyprus Institute of Marketing (Limassol).

In particular, I will be taking over the role of «Lecturer in Shipping» and I will be part of the faculty delivering the programme «BA Shipping Management».

Moreover, I will be involved actively with any other tasks related to the students' instruction, supervision and coaching that the CIM chooses to assign to me.

Signed Today,

Europass curriculum vitae

Academic Profile

Personal information

Surname(s) / First name(s) **JEROPOULOS Sotiris**

Telephone(s)

Mobile: (357) 99 239797

Fax(es)

E-mail(s) sjpriv@gmail.com

Nationality(-ies) Cypriot

Education

Dates¹ 1988-1989

Title of qualification awarded² **MSc Shipping, Trade and Finance**

Name of awarding institution³ International Centre for Shipping Trade and Finance, City University Business School, London.

Key features⁴ Specialisation in Liner Issues, Thesis on the competitiveness of the Cyprus Flag.

Dates¹ 1983 – 1987

Title of qualification awarded² **PhD Chemistry. Organic Synthesis : Synthetic routes to 1,3-Divinyl Cyclobutanes.**

Name of awarding institution³ Imperial College of Science and Technology, London University

Key features⁴ The development of a novel, nickel mediated, dehydrohalogenation of primary halides to produce terminal alkenes.

Dates¹ 1980 – 1983

Title of qualification awarded² **BSc Chemistry.**

Name of awarding institution³ Imperial College of Science and Technology, London University

Key features⁴ Organic / Organometallic Chemistry specialisation

Work experience

Dates 15/11/2017 – to date

Employer Name **Eurogate Container Terminal Limassol**

Positions Held Quality Manager.

Main activities and responsibilities The set up and implementation of ISO 9001.

Shift Manager / Berth and Resource Planner

The complete running of the Terminal, at both the Quay side operations and Land side operations, during my Shift. Particularly training and supervision of the Gate Operations, Transfer Areas, Tallies. Co-ordination with the Agents and laying out operations rules and deadlines.

Allocation of Berth and Resources for the optimal servicing of water and land side operations.

2007 – 30/9/2017

Employer Name⁵ **Frederick University**

Occupation or position(s) held⁶ **Director of the BSc in Maritime Studies, Departmental Distance Learning Co-ordinator, Department of Maritime Studies, School of Law and Business Administration.**

From 2007 to 2016, **Head of the Department of Maritime Studies**

Assistant Professor

Main activities and responsibilities⁷ Administration of the 150 strong Department, including Student Affairs and Welfare, as well as managing the 16- strong team of part time instructors. Teaching of 8 courses. Project supervision. Representation of the Department in the School Committee.

Implementation of the Cyprus Laws about Private Universities. Preparation of the Department and successfully taking it through the Evaluation procedure and Audit by the Evaluation Committee for Private Universities in December 2010.

Improvement of the BSc Programme in Maritime Studies

Inauguration of new Programmes of Study, the MSc in International Trade & Shipping Management, particularly however the Distance Learning programmes, for which i provided training to instructors and students.

Dates 2006 – to-date

Employer Name⁵ **S. Ch Jeropoulos Maritime & Co Ltd**

Occupation or position(s) held⁶ Advisor to the Managing Director

Main activities and responsibilities⁷ Supervision of the Management of the Cyprus General Agency of the United Arab Shipping Company. Liaison between the Agency and Principal as regards the implementation of Global Systems and Staff Training. Participation in Regional Meetings.

Accredited Trainer.

Dates 2007 – to-date

Employer Name⁵ **Self Employed.**

Occupation or position(s) held⁶ **Executive and Personal Coach.**

Main activities and responsibilities⁷ **Associate Member of the International Coach Federation.**

Executive Coaching, Life Coaching. Specialisation on Coaching Young Adults on their Early Careers steps.

Dates 2001 – Sept. 2006

Employer Name⁵ **Maersk Cyprus Ltd**

Occupation or position(s) held⁶ Managing Director.

Main activities and responsibilities⁷ Member of the Management Team of Maersk Hellas S.A.
 Set-up and running of the Cyprus General Agency of Maersk Sealand, Maersk Logistics, and Safmarine.

- Adherence to Local Law and Regulations.
- Business Development
- Sales and Marketing
 - Market identification, Mapping, and Segmentation.
 - Sales Staff Training.
 - Communication and Implementation of Global Sales Policy.
 - Key Clients handling.
- Finance
 - Local Law, Tax, and Regulations.
 - Local application of Corporate Policy.
- Operations. Liaising with Local Organisations and addressing issues of lack of modernisation, hindering application of Corporate Procedures.
- Customer Service and Documentation
 - Staff Training
 - Shared Service Centre Migration
 - Local Implementation of Corporate Policy and Procedures.
 - Legal Issues
- World Class Human Resources.
 - Situational Leadership and other HR courses; local application.

Dates 2000 – 2001

Employer Name⁵ **New Marathon Ship Management**

Occupation or position(s) held⁶ Manager, Piraeus Office

Main activities and responsibilities⁷ Ship Ownership and Management of two Passenger Vessels.

Specific duties relating to matters of Flag and Classification Societies, Port Agencies and Disbursement Accounts, Crewing, Purchasing, Insurance.

PURCHASING
 In line with the company's Policy and System, to receive Requisitions, obtain Offers, Evaluate Offers received, submitting findings with proposals, Placing and Follow-up of Orders. International Transportation of the ordered goods to the vessels.
 The intimate knowledge of International Transportation systems proved very useful.

INSURANCE
 Follow-up of the Insurance of the vessels. Basic understanding of Marine Insurance.

Dates 1990 – 2000

Employer Name⁵ **Jeropoulos Greece S.A. , Jeropoulos Transports Ltd**

Occupation or position(s) held⁶ Managing Director

Main activities and responsibilities⁷ Jeropoulos Greece SA was the Greek counterpart of our group dealing as agent with DSR Lines from 1982 until 1999 following the sale of DSR-Senator Lines to Hanjin.
 Involvement in matters of:

ACCOUNTS
 Instructions for the generation of Managerial Accounts, and Statistics. Interpretation of same.
 Dealing with State Financial authorities.
 Setting of Credit Policy.

OPERATIONS
 Experience with the Cyprus Port Authorities, the Piraeus Port Authority, and those of many other Greek Ports. Conventional, RoRo, and Container Vessels.

Supervision of Cargo Documentation: Incoming (Imports Declaration, Delivery Orders), Outgoing (Bills of Lading, Manifests), Container Control (Demurrages).

MARKETING AND SALES

Organising the Sales Force.

Dealing with Key Accounts. Key Customer Service Issues.

Setting and Follow-up of Sales Policy, in line with the dictates of the Principals.

Compilation of Market Reports.

OFFICE SYSTEMS

Designing, Set-up, follow-up of the Local Network (LAN), Communications with the Principal's Global Network (WAN). Problem Solving. Applications for Import, Export, Container Control documentation, Accounts, Payroll. Especially Sales and Marketing, and Telecommunications.

Professional Organisations⁸

- Member of the Royal Society of Chemistry since 1983.
- Member of the Cyprus Shipping Association since 1991.

Professional Training

- MAERSK MANAGEMENT SEMINAR: "HR for Managers" September 2004
- MAERSK MANAGEMENT SEMINAR: "Situational Leadership II" and "Building High Performance Teams", September 2004.
- Coaching Development Ltd, London, UK: "Certificate of Coaching Skills", July 2007
- UNITED ARAB SHIPPING COMPANY, "Train the Trainer", March 2008

Professional Contribution¹⁰ Service to the Institute¹¹

Liaison with Professional bodies and Shipping Companies and Organisations and the University
Member of the Committee of the School of Economic Sciences and Administration.

Participation in Projects

- Organisation and execution of the 2nd International Maritime Conference, held in Limassol during November 2008.

Publications

1 1986 A simple, mild elimination of hydrogen halide from primary alkyl bromides and iodides Dr. Edward Smith, Dr. Sotiris Jeropoulos, The Journal of the Chemical Society, Chemical Communications, p 1621

2 1988 Nickel Mediated elimination of Hydrogen halide from primary and secondary alkyl bromides and iodides. Synthetic aspects. Dr Edward Smith, Dr Michael Henningsen and Dr Sotiris Jeropoulos, Journal of Organic Chemistry, p 3015

Mazen Barhoun

Aidonion Str 26,
Parekklesia 4520
Limassol

22nd April 2018

TO WHOM IT MAY CONCERN

This is to confirm that as of 1st May 2018 I will be appointed as faculty member for The Cyprus Institute of Marketing (Limassol).

In particular, I will be taking over the role of «Lecturer in Shipping» and I will be part of the faculty delivering the programme «BA Shipping Management».

Moreover, I will be involved actively with research activity in the areas of Shipping Management under the roof of the "Cyprus Centre for Business Research" which has been established by CIM.

Signed Today,

Curriculum Vitae

Mazen Barhoun MSc, M.ICS, AFNI

Email: m.barhoun@mail.com

Tel: +357-25314570 / Mob: +357-99224644

Languages: English, Greek, French, Arabic.

PERSONAL INFORMATION

- Date of Birth: 24th of July 1976
- Citizenship: Cypriot and Lebanese.
- Civil Status: Married (2 children)

CAREER OBJECTIVE

- To keep up with the great challenges that the maritime industry provides, utilising my skills, competencies, education and experiences.

EDUCATION

- **Degree of Professional Qualifying Examinations (PQE)** 2011
The Institute of Chartered Shipbrokers (ICS)
- **Degree of Master of Sciences in Ship Management** 2008
The Cyprus International Institute of Management (CIIM)
- **Diploma of Captain Class “B”** 2005
Graduate of the national Hellenic training centres for Master Mariners, Greece
- **Diploma of Captain Class “C”** 2000
Graduate of the Merchant Marine Academy, Aspropyrgos Greece

PROFESSIONAL COMPETENCIES

- Solid knowledge in Shipping economics and management, with specialisation on Crew Management.
- Over 10 years’ work experience in Marine Human Resources Management and seafarers’ recruitment sector.
- Diploma of Captain Class “B” from the Hellenic Ministry of Mercantile Marine, Greece. (Certificate of Competency expired)
- 4.5 years actual seagoing experience on board various type of merchant ships (Bulk carriers, Oil Tanker and LPG/A carriers) till the position of Chief Officer.

KEYS OF SUCCESS:

- Integrity & Ethics
- Leadership & Teamwork
- Recognition
- Effective “two way” Communication
- Continuous Improvement

PROFESSIONAL QUALIFICATIONS

- Seagull “APRO” Assessor training course (2016)
- Systemic Approach to Coaching Culture , PWC Nicosia (2015)
- Seagull training (CBT) on various subject such as Assessor training, Culture management, Risk assessment and management, Meeting management and Accident investigation (2013)
- STCW2010 amendments workshop Germanischer Lloyd (2011)
- MLC 2006 seminar by Cyprus Shipping Chamber (2010)
- Communicating effectively workshop at CIIM (2010)
- Leadership management and development workshop by People Achieve (2010)
- ILO /MLC 2006 seminar by Lloyd register (2008)
- TRS media response course (2008)
- Response in the US Waters seminar by O’Brien’s.(2008)
- Environmental Management (ISO 14001) internal audit certificate issued by GL (2007).
- In addition to various seminars and conference related to shipping and manning market.

- Certificates of proficiency as per STCW- SOLAS requirements for deck officers issued from the training center of merchant officers in Greece (*Hazmat-DG, SSO- ISPS, Oil & Gas Tanker safety, passenger safety, medical care and advanced Fire fighting, Rescue boats, Survival and First Aid*)

PROFESSIONAL EXPERIENCE

A - "Shore job"

1. The Cyprus Institute of Marketing (CIM)

Job title: **Visiting Lecturer** of Maritime Economics, Logistics and Geography 2015 - present

2. Uniteam Marine Limited 2015 - present

a) Job title: **Senior Fleet Personnel Manager**

Job description (core duties):

- Ensures the implementation of the Fleet Personnel Function' policies and procedures relating to crew operations and administration.
- Overall responsibility for the smooth operation of the crewing and administration teams in Cyprus.
- Maintain and report KPI as defined to the management and clients, support the crew director in other tasks and reporting needs (client requirement implementation, market research, audit, crew data module owners, etc)

b) Job title: **Crewing Manager** 2014 - 2015

Job description (core duties):

- Supervision of recruitment and planning of seafarers employed on group of crew managed fleet in accordance to international and client's requirements.
- Managing relations with other departments for all crew related issues (insurance, payroll, account-budgets)
- Regular reporting to top management and owners as needed.

2. Interorient Marine Services Limited 2006 - 2014

Job title: **Fleet Personnel Superintendent**

Job description (core duties):

- Recruiting qualified and competent seafarers for all dry cargo vessels managed by the company, in accordance with International regulations (STCW95, ILO)
- Crew planning (selection, training and career development)
- Participation in the Emergency response team, as well member in the Environment Committee
- Managing relations with other departments for all crew related issues (insurance, Technical, payroll, account-budgets)

B - "Seagoing jobs"

- **Naftotrade** Shipping Company 2005 - 2006
Chief Officer on board Cement Carrier
- **EDT** Offshore 2004 - 2005
Chief Officer on board Oil tanker (bunker supplier)
Chief Officer on survey vessel / offshore supply
- **Eletson** Corporation 2002- 2003
Second officer on board Oil tanker (Product carrier)
- **Harbor** Shipping & Trading S.A 2001 - 2002
Second officer on board Bulk carrier

COMPUTER SKILLS

- Windows 8-10, Microsoft Office 2010-2016, SharePoint, Visio and others designated software.

ORGANISATION & MEMBERSHIP

- Member of sub-Committee of the Institute of Chartered Shipbrokers (ICS- Cyprus branch)
- Associate Fellow of the Nautical Institute (NI- Cyprus branch)
- Company's representative in the CSC' Sub-Committee of Labour affairs and Manning & Training

ANNEX 2

A. TABLES

TABLE 1: STRUCTURE OF THE PROGRAMME OF STUDY

PROGRAMME REQUIREMENTS	ECTS
Compulsory courses	210
Elective courses	
(a) Courses of specialisation	
(b) General Education courses / Free Electives	20
Graduate Project/ Internship	10
Practical training	
Dissertation	
Total ECTS	240

TABLE 2: COURSE DISTRIBUTION (Yearly mode)

Academic Year	A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Yearly mode	Total periods/ Yearly mode	ECTS
1	1	Compulsory	Business English	BUE150	2.5	55	28	70	10
1	2	Compulsory	Business Mathematics & Statistics	MQM151	2.5	55	28	70	10
1	3	Compulsory	Introduction to Financial Accounting	IFA152	2.5	55	28	70	10
1	4	Compulsory	Introduction to Shipping	ITS153	2.5	55	28	70	10
1	5	Compulsory	Business Law	BUL154	2.5	55	28	70	10
1	6	Compulsory	Business Economics	BUE155	2.5	55	28	70	10
2	7	Compulsory	Maritime Economics	MAE250	2.5	55	28	70	10
2	8	Compulsory	Financial Management	FMA251	2.5	55	28	70	10
2	9	Compulsory	Principles of Marketing & Management	PMM252	2.5	55	28	70	10
2	10	Compulsory	Human Resource Management	HRM253	2.5	55	28	70	10
2	11	Compulsory	Computers & Information Systems	CIS254	2.5	55	28	70	10
2	12	Compulsory	International Trade & Finance	ITF255	2.5	55	28	70	10



3	13	Compulsory	Maritime Law	MAL351	2.5	55	28	70	10
3	14	Compulsory	Chartering & Shipbroking	CSB351	2.5	55	28	70	10
3	15	Compulsory	Maritime Logistics	MLG354	2.5	55	28	70	10
3	16	Compulsory	Corporate Finance	CFI353	2.5	55	28	70	10
3	17	Compulsory	Port Management and Operations	PMO354	2.5	55	28	70	10
3	18	Elective	Shipping and the Environment	SHE355	2.5	55	28	70	10
3	19	Elective	Marine Insurance	MAI353	2.5	55	28	70	10
3	20	Elective	Executive Skills	EXS357	2.5	55	28	70	10
4	21	Compulsory	Graduate Project	GPI450	2.5	55	28	70	10
4	22	Compulsory	International Maritime Conventions	IMC356	2.5	55	28	70	10
4	23	Compulsory	Business Ethics	BET452	2.5	55	28	70	10
4	24	Compulsory	Shipping Finance	SFI453	2.5	55	28	70	10
4	25	Compulsory	Supply Chain Management	SCM352	2.5	55	28	70	10
4	26	Elective	Managing Maritime Safety	MMS355	2.5	55	28	70	10
4	27	Elective	Strategic Management	SMG451	2.5	55	28	70	10
4	28	Elective	Liner Shipping	LSH357	2.5	55	28	70	10

TABLE 3: TEACHING PERSONNEL, COURSES AND TEACHING PERIODS IN THE PROGRAMME OF STUDY

A/A	Name And Surname	Discipline / Specialisation	Teaching courses in the programme of study under evaluation (BA Shipping Management)		
			Code	Course title	Periods/ week
1.	Dr Christos Hadjiyannis	PhD in English Literature MPhil in English Literature BA Hons in English Studies & Philosophy	BUE150	Business English	2.5
2.	Dr Angelos Arkoulis	PhD in Finance MSc Shipping, Trade & Finance BSc Banking & International Finance	FMA251 CFI353 SFI453	Financial Management Corporate Finance Shipping Finance	2.5 2.5 2.5
3.	Dr George Zachariades	PhD in Business MBA LLB	IFA152	Introduction to Financial Accounting	2.5
4.	Capt. Valentin Mavrinac	MSc in Human Resource Management and Organisational behaviour PhD in Management (expected in 2018)	CSB351 SCM352 MMS355	Chartering & Shipbroking Supply Chain Management Managing Maritime Safety	2.5 2.5 2.5

			IMC356	International Maritime Conventions	2.5
5.	Yangos Hadjiyannis	LL.B, LL.M, PGDMS, MCMI, Chartered Marketer	BUL154	Business Law	2.5
6.	Prof. Pete Mavrocordatos	PhD in Economics MSc in Economics BSc in Business Administration	BUE155	Business Economics	2.5
			ITF255	International Trade & Finance	2.5
7.	Dr Nektarios Michail	PhD in Economics MSc Economic Analysis BSc Business Administration, Management Science	MAE250	Maritime Economics	2.5
8.	Myria Kkali	PhD in Marketing (Viva completed - expected to graduate 2018) MA in Marketing BA in Management Studies	PMM252	Principles of Marketing & Management	2.5
			GPI450	Graduate Project/Internship	2.5
			EXS357	Executive Skills	2.5
9.	Demetris Pavlou	MSc in Maritime Operations BSc in Shipping and Transport Management	SHE355	Shipping & the Environment	2.5
10.	Mazen Barhoun	MSc in Ship Management PQE, Captain Class 'B'	ITS153	Introduction to Shipping	2.5
			MLG354	Maritime Logistics	2.5



11.	Prof. Andreas Hadjis	PhD in Management	HRM253	Human Resource Management	2.5
		MBA	SMG451	Strategic Management	2.5
		BSc in Maths & Physics	BET452	Business Ethics	2.5
12.	Dr Demetris Kyriacou	PhD in Computer Science BSc in Computer Science	CIS254	Computers & Information Systems	2.5
13.	Dr Paris Vogiazanos	PhD in General Medicine PgD in Actuarial Sciences BSc in Mathematics with Actuarial Studies	MQM151	Business Mathematics & Statistics	2.5
14.	Dr Sotiris Jeropoulos	PhD in Chemistry	PMO354	Port Management & Operations	2.5
		MSc in Shipping, Trade & Finance BSc in Chemistry	LSH357	Liner Shipping	2.5
15.	Stella Constantinidou	LL.B, LL.M	MAL351	Maritime Law	2.5
			MAI353	Marine Insurance	2.5

TABLE 4: TEACHING PERSONNEL, QUALIFICATIONS, AND TOTAL TEACHING PERIODS

A/A	Name and Surname	Qualifications	Rank*	FT/PT**	Programme of Study	Period s/week
1.	Dr Christos Hadjiyannis	PhD in English Literature MPhil in English Literature BA Hons in English Studies & Philosophy	L	FT	BA Shipping Management	2.5
2.	Dr Angelos Arkoulis	PhD in Finance MSc Shipping BSc Banking & International Finance	Assoc. P	FT	BA Shipping Management	2.5
3.	Dr George Zachariades	PhD in Business MBA LLB	Assoc. P	FT	BA Shipping Management	2.5
4.	Capt. Valentin Mavrinas	PhD in Management (expected in 2018) MSc in Human Resource Management and Organisational behaviour	L	FT	BA Shipping Management	2.5
5.	Yangos Hadjiyannis	LL.M PGDMS LL.B MCMI, Chartered Marketer	L	FT	BA Shipping Management	2.5

6.	Prof. Pete Mavrocordatos	PhD in Economics MSc in Economics BSc in Business Administration	P	FT	BA Shipping Management	5
7.	Dr Nektarios Michail	PhD in Economics MSc Economic Analysis BSc Business Administration, Management Science	STP	PT	BA Shipping Management	2.5
8.	Myria Kkali	PhD in Marketing (viva completed-expected to graduate 2018) MA in Marketing BA in Management Studies	L	FT	BA Shipping Management	2.5
9.	Demetris Pavlou	Msc in Maritime Operations Bsc in Shipping and Transport Management	STP	PT	BA Shipping Management	2.5
10.	Mazen Barhoun	MSc in Ship Management PQE, Captain Class 'B'	STP	PT	BA Shipping Management	2.5
11.	Prof. Andreas Hadjis	PhD in Management MBA BSc in Marketing	P	FT	BA Shipping Management	2.5



12.	Dr Demetris Kyriacou	PhD in Computer Science B.Sc in Computer Science	STP	PT	BA Shipping Management	2.5
13.	Dr Paris Vogiazanos	PhD in General Medicine PgD in Actuarial Sciences BSc in Mathematics with Actuarial Studies	STP	PT	BA Shipping Management	2.5
14.	Dr Sotiris Jeropoulos	PhD in Chemistry MSc in Shipping, Trade & Finance BSc in Chemistry	STP	PT	BA Shipping Management	2.5
15.	Stella Constantinidou	LL.B, LL.M	STP	PT	BA Shipping Management	2.5

* Rank: Professor (P), Associate Professor (Assoc. P), Assistant Professor (Assis. P), Lecturer (L), Special Teaching Personnel (STP), Visiting Professor (Vis. P), Special Scientist (SS), Lab Assistant (LA)

** Full Time (FT), Part Time (PT)

B. ANNEXES

ANNEX 1 – LIST OF COMPULSORY COURSES AND ELECTIVE COURSES

Year	Course Type	Course Name	Course Code
1	Compulsory	Business English	BUE150
1	Compulsory	Business Mathematics & Statistics	MQM151
1	Compulsory	Introduction to Financial Accounting	IFA152
1	Compulsory	Introduction to Shipping	ITS153
1	Compulsory	Business Law	BUL154
1	Compulsory	Business Economics	BUE155
2	Compulsory	Maritime Economics	MAE250
2	Compulsory	Financial Management	FMA251
2	Compulsory	Principles of Marketing & Management	PMM252
2	Compulsory	Human Resource Management	HRM253
2	Compulsory	Computers & Information Systems	CIS254
2	Compulsory	International Trade & Finance	ITF255
3	Compulsory	Maritime Law	MAL351
3	Compulsory	Chartering & Shipbroking	CSB351
3	Compulsory	Maritime Logistics	MLG354
3	Compulsory	Corporate Finance	CFI353
3	Compulsory	Port Management and Operations	PMO354
3	Elective	Executive Skills	EXS357
3	Elective	Shipping and the Environment	SHE355
3	Elective	Marine Insurance	MAI353
4	Compulsory	Graduate Project	GPI450
4	Compulsory	International Maritime Conventions	IMC356
4	Compulsory	Business Ethics	BET452
4	Compulsory	Shipping Finance	SFI453
4	Compulsory	Supply Chain Management	SCM352
4	Elective	Managing Maritime Safety	MMS355
4	Elective	Strategic Management	SMG451
4	Elective	Liner Shipping	LSH357



ANNEX 2 – COURSE DESCRIPTION

Year 1: All Compulsory

Course Title	BUSINESS ENGLISH				
Course Code	BUE150				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Dr Christos Hadjiyannis				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>Business English is a basic language and communication skills course, designed specifically for students for whom English is their second language. It aims to improve students' written and verbal communication skills; develop their oral presentation skills; introduce them to business vocabulary and etiquette; and generally give them the confidence to conduct business in English. It incorporates reading and listening comprehension practice tests, reading texts for understanding, and features exercises that have students practise conversations and discussions in English of various lengths and levels. The course also teaches students the fundamentals about business correspondence – letters, e-mails, and social media.</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 conversation about business goals and tasks using a variety of written forms; • scan and skim business documents, selecting pertinent details for a given task; • demonstrate knowledge and understanding of the appropriate language used in presentations and meetings with business colleagues of all levels; • listen effectively and be able to summarise the content verbally; • demonstrate the ability to apply and adapt business language in different needs such as agenda writing, memo writing etc. 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Developing and Improving Reading and Writing Skills Week 2: Effective Letter Writing and Message Taking Week 3: Newsletters and Press Releases</p>				

	<p>Week 4: Memo and Report Writing</p> <p>Week 5: Meetings, Agendas and Minutes</p> <p>Week 6: Writing on Social Media</p> <p>Week 7: Listening Skills</p> <p>Week 8: Effective Speaking</p> <p>Week 9: Effective Presentation</p> <p>Week 10: Comprehension</p> <p>Week 11: Reading Week</p> <p>Week 12: Comprehension of Visual Data</p> <p>Week 13: Assignment Feedback</p> <p>Week 14: Course Review</p> <p>Week 15: Applying for a Job</p> <p>Week 16: Interview Skills</p> <p>Week 17: Job Applications</p> <p>Week 18: CVs</p> <p>Week 19: Covering letters</p> <p>Week 20: Class Workshop – Interview Preparation Skills</p> <p>Week 21: Class Workshop – Presenting Information</p> <p>Week 22: Class Workshop – Analytical Skills</p> <p>Week 23: Reading Week</p> <p>Week 24: Most Commonly Used Business Terms</p> <p>Week 25: Revision</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Guffey, M.E. and Seefer, C.M., (2011), <i>Business English</i>, South-Western.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Communication Management</i></p> <p><i>Corporate Communications: An International Journal</i></p> <p>Ettinger, B. and Perfetto, E., (2008), <i>Business English: Writing in the Workplace</i>. Prentice-Hall.</p> <p>Jones, L. and Alexander, R., (2003), <i>New International Business English Student's Book: Communication Skills in English for Business Purposes</i>, Cambridge University Press.</p> <p>Godwin, J. and Strutt, L., (2005), <i>Test Your Business Vocabulary in Use</i>, Cambridge University Press.</p> <p>Emmerson, P., (2010), <i>Business Grammar Builder</i>, Macmillan Education.</p>

	<p>Mackenzie, I., (2010), <i>English for Business Studies</i>, Cambridge University Press.</p> <p>Mackenzie, I., (2010), <i>English for Business Studies</i>, Cambridge University Press.</p>
Assessment	<p>Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions based on acquired sense, and questions that test students' knowledge of the subject matter.</p>
Language	English

Course Title	BUSINESS MATHEMATICS & STATISTICS				
Course Code	MQM151				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Dr Paris Vogiazanos				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The course introduces students to quantitative methods and techniques used in analysing financial and business data for decision-making purposes. Although numerical in nature, the emphasis is on practical examples rather than derivation of formulas and manipulation of equations.				
Learning Outcomes	<p><i>Upon completion of the course, students will be able to:</i></p> <ul style="list-style-type: none"> • apply mathematical and statistical concepts, principles and methods, with guidance • demonstrate the ability, using defined techniques, to carry out mathematical and statistical calculations • obtain solutions to well defined numerical problems • know and understand a range of simple and more advanced methods for analyzing business data • conduct elementary statistical tests and evaluate their results 				
Prerequisites	None	Required			
Course Content	Week 1: Introduction Week 2: Percentages and Ratios Week 3: Powers and Roots Week 4: The Time Value of Money Week 5: Simple and Compound Interest Week 6: Annuities Week 7: Loan repayments Week 8: In Class Test Week 9: Sampling Methods Week 10: Summary Statistics: Mean, Median, Mode, Tables & Charts Week 11: Reading Week Week 12: Summary Statistics: Measures of Variability Week 13: Index Numbers Week 14: Correlation Week 15: Regression Week 16: Test of Significance Week 17: Probability Theory				

	<p>Week 18: Probability Theory Week 19: Forecasting Week 20: Forecasting Week 21: Linear Programming Week 22: Linear Programming Week 23: Reading Week Week 24: Applications of Linear Programming Week 25: Revision Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key texts</u></p> <p>Swift, L. and Piff. S., (2014) <i>Quantitative Methods: for Business, Management and Finance</i>, Palgrave Macmillan</p> <p>Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D., & Cochran, J. J. (2012), <i>Quantitative Methods for Business</i>, Cengage Learning.</p> <p>Jacques, I., (2015), <i>Mathematics for Economics and Business</i>, 8th edition, 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>Curwin, J., Slater, R. & Eadson, D. (2013) <i>Quantitative Methods for Business Decisions</i>, South-Western Cengage Learning</p> <p>Morris, C (2012), <i>Quantitative Approaches in Business Studies</i>, Prentice Hall</p> <p>Taylor, S (2007), <i>Business Statistics: for non-mathematicians</i>, Palgrave MacMillan</p>
Assessment	<p>Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p>
Language	<p>English</p>

Course Title	INTRODUCTION TO FINANCIAL ACCOUNTING				
Course Code	IFA152				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Dr George Zachariades				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The overall aim of this module is to introduce students to basic Financial Accounting principles and techniques				
Learning Outcomes	<p><i>Upon completion of this course, students will be able to:</i></p> <ul style="list-style-type: none"> • Record transactions using double entry book-keeping, and be able to extract a trial balance. • Prepare final accounts for sole-traders and companies in accordance with appropriate principles, conventions and standards. • Apply accounting concepts and principles in relation to non-current and current assets. • Prepare books of prime entry • Carry out reconciliations of bank statements and control accounts • Understand the notion of profit and its significance in the successful continuation of a business and calculate its value • Examine the concept of profit in accounting to that of profit and competitiveness in other business disciplines. • Use the understanding of accounting to evaluate the performance of companies 				
Prerequisites	None	Required			
Course Content	Week 1: Introduction to accounting Week 2: The reasons for and objectives of financial reporting Week 3: Users of financial accounts and the elements of financial reports Week 4: Difference between financial and management accounts Week 5: Double entry book keeping Week 6: Balancing accounts and the Trial Balance Week 7: Income Statement Week 8: Balance Sheet Week 9: Cost of Sales				

	<p>Week 10: Accruals and Prepayments Week 11: Reading Week Week 12: Depreciation Week 13: Receivables and Payables Week 14: Bad Debts and Discounts Week 15: Provisions for Bad Debts Week 16: Limited Companies Week 17: Different sources of finance available Week 18: Books of prime entry Week 19: Daily Transactions Recording Week 20: Treatment of VAT Week 21: Preparation of control accounts Week 22: Reconciliation of control accounts Week 23: Reading Week Week 24: Reconciliation of suspense accounts Week 25: Bank reconciliations Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u> Wood, F. (2012), <i>Business Accounting 1</i>, 12th Ed., Pitman Publishing.</p> <p><u>Recommended reading</u></p> <p>Dyson, J. R., (2010), <i>Accounting for Non-Accounting Students</i>, 8th Ed., Prentice Hall.</p> <p>Pauline Weetman (2003), <i>Financial & Management Accounting: An introduction</i>, 3rd Ed., Prentice Hall.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	INTRODUCTION TO SHIPPING				
Course Code	ITS153				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Mazen Barhoun				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This introductory course is considered an important 'opening' to the maritime world. It builds an understanding of the shipping industry and explain the role of shipping and its functions. At the same time, it introduces major aspects and concepts of the industry and overviews fundamental themes and concepts that will be covered later on in the course. The course gives an overview of the shipping industry including its role, services, organisation and the main issues it faces. The main characteristics of the industry are also highlighted.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • understand the importance and scale of ship transport and its main characteristics • be familiar with the history of shipping and with the different types of ships operating • understand basic shipping-related practices, such as chartering and containerisation • gain a basic understanding shipping accounting • be familiar with the main oceans and continents • be familiar with shipping industry structure and the shipment cycle 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Basic concepts of sea transport and an introduction to the theory of trade Week 2: The different shipping markets Week 3: A historical review of ships Week 4: The supply of ships Week 5: Why operate ships? Week 6: Tonnage and load lines Week 7: Cargo handling gear Week 8: Types of ships and ship classification Week 9: Chartering – voyage and time charter Week 10: The development of tankers and the tanker market Week 11: Reading Week</p>				

	<p>Week 12: Negotiating the tanker Week 13: Container development Week 14: The effect of containerisation Week 15: Other developments in cargo carrying Week 16: Liner freight rates and liner conferences Week 17: The six disciplines Week 18: The Institute of Chartered Shipbrokers (ICS) Week 19: Ship management Week 20: Sale and purchase – brokerage Week 21: The major oceans Week 22: Continents Week 23: Reading Week Week 24: The bottom line Week 25: Capital; interest; asset; costs; revenue; exchange rate; cash flow Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Branch, A. E., & Robarts, M. (2014), <i>Branch's Elements of Shipping</i>, Routledge.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Shipping & Trade</i></p> <p><i>International Journal of Shipping & Transport Logistics</i></p> <p>Institute of Chartered Brokers (2016), <i>Introduction to Shipping</i>, Witherby Seamanship International Ltd.</p> <p>George, R. (2013) <i>Deep Sea and Foreign Going: Inside Shipping, the Invisible Industry That Brings you 90% of Everything</i>, Portobello Books.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	BUSINESS LAW				
Course Code	BUL154				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 1				
Teacher's Name	Yangos Hadjiyannis				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This course provides students with an understanding of the legal framework within which business decisions take place and is designed to introduce students to Business Law. The course provides an understanding of the legal framework within which business decisions take place. 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 knowledge and understanding of the key principles of contract and company law, with the use of legal references • Demonstrate an ability to 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 case • Show ability to communicate effectively in the form of advice or recommend the appropriate course of action, based on legal principles to the given information, problem or case study • Demonstrate an understanding of how legal issues affect business decisions and practices; 				
Prerequisites	None	Required			
Course Content	Week 1: Introduction to the legal system Week 2: The nature of law Week 3: Law making Week 4: Resolving disputes Week 5: Contract formation: invitation to treat, termination of offer, acceptance Week 6: Rules governing consideration & Intention Week 7: Group Activity: Offer & acceptance Week 8: Contract terms and exemption clauses Week 9: Contracts for the supply of goods and services Week 10: Sole traders Week 11: Reading week				

	<p>Week 12: Partnership</p> <p>Week 13: Concept of separate legal entity</p> <p>Week 14: Formation of a company</p> <p>Week 15: Corporate Transactions</p> <p>Week 16: Assessment feedback</p> <p>Week 17: Articles of Association</p> <p>Week 18: Guided study week</p> <p>Week 19: Directors: appointment, removal powers and duties</p> <p>Week 20: Protection of minority interest</p> <p>Week 21: Rule in Foss v Hardbottle, common law and statutory exceptions to the rule</p> <p>Week 22: Share and loan capital; corporate insolvency</p> <p>Week 23: Reading week</p> <p>Week 24: Group activity: Shareholders</p> <p>Week 25: Revision</p> <p>Week 26: Revision and Assessment Feedback</p> <p>Weeks 27- 28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>MacIntyre, E., (2016), <i>Business Law</i>, 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. (2013), <i>Commercial Law</i>, Oxford University Press.</p> <p>Richards, P. (2017), <i>Law of Contract</i>, Pearson.</p> <p>Woodroffe, G., and Lowe, R. (2013), <i>Woodroffe and Lowe's Consumer Law and Practice</i>, Sweet & Maxwell.</p> <p>Lowry, J. and Dignam, A., (2016), <i>Company Law</i>, Oxford University Press.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	BUSINESS ECONOMICS			
Course Code	BUE155			
Course Type	Compulsory			
Level	Undergraduate			
Year / Semester	Year 1			
Teacher's Name	Prof. Pete Mavrocordatos			
ECTS	10	Lectures / week	1	Laboratories / week
Course Purpose and Objectives	This is an introductory course on Economics, divided into two broad segments: micro economics 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. Case studies relating micro economics and macroeconomics to the Shipping Industry will be used throughout.			
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; • Demonstrate an ability to explain the roles of production, consumption and supply/demand and how they affect the functioning of an economy; • Demonstrate an ability to identify the necessary conditions for market economies to function well; • Demonstrate an ability to articulate the role of government and monetary and fiscal policy and how they influence the economy; • Demonstrate an ability to explain the nature of risk and risk reduction; • Demonstrate an ability to apply economic tools and concepts to the business decision-making process 			
Prerequisites	None	Required		
Course Content	Week 1: Basic Concepts and the Production Possibility Frontier Week 2: The Economic Systems Week 3: Demand and Supply Analysis Week 4: Demand and Supply Analysis Week 5: Elasticity Week 6: Production Week 7: Theory of Costs Week 8: Theory of Costs Week 9: Market Structures: Perfect Competition Week 10: Market Structures: Monopoly Week 11: Reading Week			

	<p>Week 12: Market Structures: Monopolistic Competition</p> <p>Week 13: Assignment Feedback</p> <p>Week 14: National Income</p> <p>Week 15: Consumption</p> <p>Week 16: Investment</p> <p>Week 17: The Determination of National Income</p> <p>Week 18: Money and Banking</p> <p>Week 19: Unemployment</p> <p>Week 20: Inflation</p> <p>Week 21: The Theory of International Exchange</p> <p>Week 22: The Balance of Payments</p> <p>Week 23: Reading Week</p> <p>Week 24: Capital and Interest</p> <p>Week 25: Assignment feedback</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Mankiw, G.N., (2012), <i>Principles of Economics</i>, South-Western.</p> <p><u>Recommended reading</u></p> <p><i>Business and Economics Journal (BEJ)</i></p> <p><i>Economics and Business Review</i></p> <p><i>EuroEconomica</i></p> <p><i>Review of Economic Analysis</i></p> <p>Begg, D., Vernasca, G., Fischer, S. and Dornbusch R., (2014), <i>Economics by Begg and Vernasca</i>, McGraw-Hill Higher Education.</p> <p>Lipsey, R.G and Chrystal, A. (2015), <i>Economics</i>, Oxford University Press.</p> <p>Parkin, M., Powell, M. and Matthews, K., (2017), <i>Economics: European Edition</i>, Pearson.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Year 2: All Compulsory

Course Title	MARITIME ECONOMICS				
Course Code	MAE250				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Dr Nektarios Michail				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The aim of this course is to provide an understanding of the structure of the shipping business entity, sectors and organisations – as well as the maritime economic principles and policies related to the effective management of shipping companies operating within the global competitive environment. The course unit covers, amongst others, the major components of maritime transports, supply and demand conditions and decisions, international maritime market determinants, cost calculation methodologies in naval transports; and management of maritime contracts.				
Learning Outcomes	<p><i>Upon completion of this course, students will be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate an ability to analyse and critically evaluate economic frameworks and their role in the development of business strategies; • Demonstrate detailed knowledge of optimal decision-making under different market structures; • Demonstrate an ability to articulate and communicate effectively information about complex economic and political issues; • Demonstrate an ability to analyse the role of maritime economics in the economy, trade, society and general welfare; • Demonstrate an ability to evaluate and apply the basic variables of supply and demand for ships and Shipping service, as well as the application of these variables in the process of freight rate determination; • Demonstrate an ability to conduct relevant and theoretically sound analyses of shipping markets and have the ability to provide qualified explanations of the trends and cycles in these markets, together with making predictions of the future development of the markets. 				
Prerequisites	None		Required		
Course Content	Week 1: The science of maritime transports Week 2: The economic particularities of maritime transports Week 3: The major components of maritime transports				

	<p>Week 4: Human resources in maritime transports</p> <p>Week 5: Ports' description: definition, infrastructure</p> <p>Week 6: Main harbour terminals</p> <p>Week 7: The international maritime market components</p> <p>Week 8: Market equilibrium maritime factors</p> <p>Week 9: The international labour maritime market</p> <p>Week 10: The European Legislation in maritime transports</p> <p>Week 11: Reading Week</p> <p>Week 12: Major expenditures in maritime voyages</p> <p>Week 13: Maritime freight and payment instruments in shipping</p> <p>Week 14: General indicators used in maritime transports</p> <p>Week 15: Cost calculation methodologies in naval transports</p> <p>Week 16: Maritime contracts</p> <p>Week 17: Time Sheet and Bill of Lading</p> <p>Week 18: The management of maritime contracts: onboard administration</p> <p>Week 19: The management of maritime contracts: operational aspects</p> <p>Week 20: Fluvial transports</p> <p>Week 21: The modern maritime transport techniques</p> <p>Week 22: Containerization</p> <p>Week 23: Reading Week</p> <p>Week 24: Multimodal transports</p> <p>Week 25: Transport companies</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Stopford, M., (2009) <i>Maritime Economics</i>, 3rd Ed., Routledge.</p> <p><u>Recommended reading</u></p> <p><i>Maritime Economics & Logistics Journal</i></p> <p><i>International Journal of Maritime Economics</i></p> <p><i>International Journal of e-Navigation and Maritime Economy</i></p> <p>Karakitsos, E. & Varnavides, L., (2014), <i>Maritime Economics: A Macroeconomic Approach</i>, Palgrave/McMillan.</p> <p>Grammenos, K. (2010), <i>The Handbook of Maritime Economics and Business</i>, Routledge.</p> <p>Bray, J., (2013) <i>Economics of Sea Transport and International Trade</i>, ICS.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	FINANCIAL MANAGEMENT				
Course Code	FMA251				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Dr Angelos Arkoulis				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The module aims to provide an understanding of the finance function in a corporate context focussing on methods of internal management of funds and investment decision making together with related topics and an understanding of the underpinning theory</p> <p>The module aims to provide an understanding of the finance function in a corporate context focussing on methods of internal management of funds and investment decision making together with related topics and an understanding of the underpinning theory</p>				
Learning Outcomes	<p><i>Upon completion of this course, students will be able to:</i></p> <ul style="list-style-type: none"> • Display and apply extensive detailed knowledge of methods of managing funds within a company. • Analyse financial and nonfinancial information related to problems in finance and to distinguish relevant from non relevant information and to compare, select and apply appropriate decision making techniques. • Critically review the validity of arguments in support of theoretical models and investigate contradictory evidence. • Confidently identify the critical elements of complex problems and identify the necessary knowledge and skills, required for their solution • Debate issues in finance and produce reports that communicate effectively in an appropriate format 				
Prerequisites	None	Required			
Course Content	<p>Week 1: The Financial Management Function Week 2: Risk and Return Week 3: The Time Value of Money Week 4: The Agency Problem Week 5: Corporate Governance Week 6: Dividend Policy Week 7: Relevance vs Irrelevance of Dividend Policy Week 8: Sources of Short Term Finance Week 9: Working Capital Policies</p>				

	<p>Week 10: The Cash Operating Cycle Week 11: Reading Week Week 12: Working Capital Management I Week 13: Working Capital Management II Week 14: Factoring and Discounting Week 15: Investment Appraisal Methods Week 16: Investment Appraisal: Applications I (Relevant Costs, Capital Rationing) Week 17: Investment appraisal: Applications II (Taxation, Inflation) Week 18: Adjusted Discount Rates Week 19: Sensitivity Analysis Week 20: Sources and Cost of Capital Week 21: The Costs of Debt and Equity Week 22: The Weighted Average Cost of Capital (WACC) Week 23: Reading Week Week 24: Capital Structure Week 25: The Traditional View vs Miller and Modigliani Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u> Watson D. and Head A. (2016), <i>Corporate Finance: Principles and Practice</i>, 7th ed., Pearson Education.</p> <p><u>Recommended reading</u></p> <p>Arnold, G. (2012), <i>Essentials of Corporate Financial Management</i>, 2nd ed., Pearson education.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	PRINCIPLES OF MARKETING & MANAGEMENT				
Course Code	PMM252				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Myria Kkali				
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 management. The major decisions facing marketing executives and top management are considered. The course also covers the major functions of management, in particular planning, organizing, staffing, leading and controlling in the contemporary environment through a variety of theories and models for an effective managerial decision-making.</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; • demonstrate an ability to understand how organisations identify customers and their wants/needs; • demonstrate an ability to identify the elements of the marketing mix and discuss important factors affecting each element; • demonstrate an ability to apply key frameworks and methods, and develop analytical skills to solve marketing problems; • relate the impact of marketing and its integration within the shipping industry through case studies • demonstrate an understanding of the managerial functions of planning, organizing, staffing, leading and controlling; • develop the skills to relate scientific and theoretical principles of management to the practical aspect of management; • discuss the importance of setting objectives in leading, motivating and evaluating employees in organisations 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Marketing: Creating Customer Value and Engagement Week 2: The Marketing plan Week 3: Consumer Markets and Buyer Behavior Week 4: Business Markets and Business Behavior</p>				

	<p>Week 5: Customer Value Driven Strategy Week 6: Products, Services and Brands. Building Customer Value Week 7: Pricing Strategies Week 8: Retailing and Wholesaling Week 9: Advertising and Public relations Week 10: Direct ,Online ,Social Media and mobile Marketing Week 11: Reading week Week 12: Extended Marketing; Creating Competitive Advantage Week 13: Managing in a Changing Environment Week 14: Globalisation Week 15: Organisations, Managers and the Environment Week 16: Strategy, Policy and Direction Week 17: Managing Operations and Projects Week 18: Innovative, Creative and Entrepreneurial Management Week 19: Culture/Perception, Attitudes, Values and Beliefs Week 20: Communication Week 21: Organisation Technology, Structure and Design Week 22: Leadership and Management/Management, Influence, Power and Authority Week 23: Reading week Week 24: Management and Motivation/Management of Conflict Week 25: Corporate Social Responsibility and Ethics Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key texts:</u></p> <p>Kotler, P. & Armstrong, G. (2016) <i>Principles of Marketing</i>, Pearson Education Limited.</p> <p>Smith, M., (2011), <i>Fundamentals of Management</i>, McGraw-Hill Higher Education.</p> <p><u>Recommended reading</u></p> <p><i>European Journal of Marketing</i></p> <p><i>Journal of Management Studies</i></p> <p><i>Plomaritou Paraskevi 'Marketing of Shipping Companies'(2008) : Stamoulis Publication</i></p> <p>Palmer, A. (2012), <i>Introduction to Marketing Theory and Practice</i>. 3rd ed. Oxford University Press.</p> <p>Peter, J.P., and Donnelly, J., (2012), <i>Marketing Management</i>, McGraw-Hill.</p>

	<p>Boddy, D., (2016), <i>Management: An Introduction</i>, FT Prentice Hall.</p> <p>Daft, R.L., Kendrick, M. & Vershinina, N., (2015), <i>Management</i>, South-Western-Cengage Learning.</p> <p>Easterby-Smith, M., Thorpe, M. & Jackson, P. (2012), <i>Management Research</i>, Sage Publications.</p> <p>Jones, G.R. and George, J.M., (2018), <i>Essentials of Contemporary Management</i>, McGraw-Hill Higher Education.</p>
Assessment	<p>Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p>
Language	English

Course Title	HUMAN RESOURCE MANAGEMENT				
Course Code	HRM253				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Prof. Andreas Hadjis				
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 situation and 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 an understanding of key terms, theories/concepts and practices within the field of HRM; • Reflect on how to strategically plan for the human resources needed to meet organisational goals and objectives; • Compare and contrast methods used for selection, recruitment placement and appraisal strategies of human resources; • Adopt psychological principles, motivation theory and group dynamics in designing jobs/roles and allocating resources that maximize individual and group performance and satisfaction; • Demonstrate an understanding of current and future challenges in HRM; • Identify and appreciate the significance of ethical issues in HR. 				
Prerequisites	None	Required			
Course Content	<p>Week 1: The nature of human resource management Week 2: Strategic human resource management Week 3: The Role of the HR Function and HR Professionals Week 4: HR Strategies and Policies Week 5: Competency-Based HRM Week 6: The Ethical Dimension of HRM; Corporate Social Responsibility Week 7: Organizational Behavior Week 8: Work, Organization and Job Design Week 9: Organization Development Week 10: Employee Engagement and Commitment Week 11: Reading week Week 12: Strategic Resourcing; Workforce Planning Week 13: Assignment Feedback</p>				

	<p>Week 14: Recruitment and Selection</p> <p>Week 15: Introduction to the Organization; Release from the Organization;</p> <p>Week 16: Managing Employee Retention; Absence Management</p> <p>Week 17: Managing Diversity and Inclusion; Managing Flexibility</p> <p>Week 18: The Process of Learning and Development</p> <p>Week 19: Leadership and Management Development</p> <p>Week 20: Reward Management; Job Evaluation; Grade and Pay Structures</p> <p>Week 21: Employee Relations</p> <p>Week 22: Health and Safety; Employment Law</p> <p>Week 23: Reading week</p> <p>Week 24: HR Skills</p> <p>Week 25: Assignment feedback</p> <p>Week 26: Revision Week</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Armstrong, M. (2017), <i>Armstrong's Handbook of Human Resource Management Practice</i>, Kogan Page.</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>Bratton, J. and Gold, J. (2012), <i>Human Resource Management: Theory and Practice</i>, Palgrave Macmillan.</p> <p>Leatherbarrow, C., Fletcher, J.A., Currie, D. (2014), <i>Introduction to Human Resource Management: A Guide to HR in Practice</i>, CIPD.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	COMPUTERS & INFORMATION SYSTEMS				
Course Code	CIS254				
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. Finally, the purpose of this module is to enable students to consider issues related to ethics, computer security and privacy, and to practice basic Microsoft Office skills</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Demonstrate understanding of basic concepts commonly used in managing Information Systems. • Demonstrate ability to explain and apply the methods and tools used for developing and managing Information Systems. • Demonstrate ability to produce and communicate project output effectively. • Demonstrate ability to synthesise the impact of information systems on organisations and society. • To understand the applications of IS in organizations and appreciate how technology can help to improve decision-making in organizations. • To appreciate how technology is used to integrate the business disciplines. • To introduce students to business cases, so they learn to solve business problems with information technology. • To introduce students to the social implications of information technology 				
Prerequisites	None		Required		

Course Content	<p>Week 1: Organisations and the use of information systems Week 2: Data, information and knowledge Week 3: Networks, telecommunications and social networks in Business Week 4: Mobile Computing and M-commerce Week 5: Information systems and organisational infrastructure Week 6: Databases and business intelligence Week 7: Applying IS to business: the business environment Week 8: Analysing information for business decision making Week 9: Managing information systems in business Week 10: Enterprise Resource Planning (ERP) Systems Week 11: Reading Week Week 12: Cloud Computing and Blockchain Technology Week 13: Windows Week 14: Windows Week 15: Microsoft Office Week 16: MS Word Week 17: MS Word Week 18: MS Word Week 19: MS Excel Week 20: MS Excel Week 21: MS Excel Week 22: MS Powerpoint Week 23: Reading week Week 24: MS Powerpoint Week 25: Information Systems in the Shipping world Week 26: Revision Weeks 27- 28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>O'Brien, J.A. and Marakas, G.M. (2011), <i>Management Information Systems</i>, McGraw-Hill Higher Education.</p> <p>Bocij, P., Greasley, A., & Hickie, S. (2014). <i>Business Information Systems, 5th edn: Technology, Development and Management for the E-Business</i>, 5th ed., Pearson education.</p> <p><u>Recommended reading</u></p> <p><i>Information Systems Journal</i></p> <p><i>International Journal of Shipping and Transport Logistics</i></p> <p>Belanger, F., Van Slyke, C., & Crossler, R. E. (2012). <i>Information systems for business: an experiential approach</i>. John Wiley & Sons.</p> <p>Laudon, K. and Laudron, J.P. (2017), <i>Management Information Systems</i>, Pearson.</p>

	Beynon-Davies, P. (2013). <i>Business information systems</i> . Palgrave Macmillan.
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	INTERNATIONAL TRADE AND FINANCE				
Course Code	ITF255				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 2				
Teacher's Name	Prof Pete Mavrocordatos				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>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; explores how all functional business areas (operations, marketing, management, accounting, finance, human resources and law) change in international setting thus developing a strategic framework for analysing 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.</p> <p>On completion of the course, students will be able to demonstrate their ability to apply their technical knowledge to customers operating internationally. This will include demonstrating an understanding of customer needs, the ability to compare and contrast the different products available to customers, and to explain why a particular product or solution may be appropriate. Students will also be expected to explain effectively the advantages, disadvantages and costs of different techniques and solutions in customer-facing situations.</p> <p>Note: Case studies will be used which relate to the Shipping Industry</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 analyse and critique globalization 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	None	Required	
Course Content	<p>Week 1: Introduction</p> <p>Week 2: Globalization and the World Economy</p> <p>Week 3: Mercantilism</p> <p>Week 4: Theory of Absolute Advantage</p> <p>Week 5: Theory of Comparative Advantage</p> <p>Week 6: Standard Trade Models</p> <p>Week 7: The Heckscher-Ohlin Trade Theory</p> <p>Week 8: Trade Restrictions</p> <p>Week 9: Nontariff Trade Barriers and the New Protectionism</p> <p>Week 10: International Economic Integration</p> <p>Week 11: Reading Week</p> <p>Week 12: International Trade and Economic Growth</p> <p>Week 13: Foreign Investment</p> <p>Week 14: The Balance of Payments</p> <p>Week 15: The Balance of Payments</p> <p>Week 16: Foreign Exchange Markets</p> <p>Week 17: Exchange Rate Determination</p> <p>Week 18: The International Monetary System</p> <p>Week 19: Fixed vs Flexible Exchange Rates</p> <p>Week 20: Exchange Rate Adjustment Policies</p> <p>Week 21: International Macroeconomic Policy Coordination</p> <p>Week 22: The Bretton Woods System and the International Monetary Fund</p> <p>Week 23: Reading Week</p> <p>Week 24: The Euro and Economic Policy in the Eurozone</p> <p>Week 25: Revision</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>		
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>		
Bibliography	<p><u>Key text</u></p> <p>Salvatore, D. (2013), <i>International Economics: Trade and Finance</i>, John Wiley & Sons.</p> <p><u>Recommended reading</u></p> <p>Krugman, P., Obstfeld, M., and Melitz, M., (2012): <i>International Economics: Theory and Policy</i>, Ninth Ed., The Pearson series in economics</p> <p>Luk, K.W. (2011) <i>International Trade Finance: A Practical Guide</i>, City University of Hong Kong Press.</p> <p><i>Journal of International Economics</i></p> <p>The Journal of International Trade & Economic Development</p> <p>Review of World Economics</p>		

Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Year 3: Five compulsory courses & One Elective (to choose out of three options)

Course Title	MARITIME LAW			
Course Code	MAL351			
Course Type	Compulsory			
Level	Undergraduate			
Year / Semester	Year 3			
Teacher's Name	Stella Constantinidou			
ECTS	10	Lectures / week	1	Laboratories / week
Course Purpose and Objectives	<p>The course of Maritime Law introduces students to general principles of maritime law and carriage of goods by sea law. It provides students with the tools necessary for interpretation, critical analysis and practical application of the clauses commonly used in the London Market in Hull, Cargo, Liability and offshore Energy insurance contracts. The course requires a systematic and methodical approach to cover the material and get familiar with case studies. The aim is to offer an understanding of the various legal concepts, analyse case law, interpret the statute and international conventions and apply the relevant principles involved to commercial situations.</p>			
Learning Outcomes	<p>On completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate an ability to understand and evaluate the core areas of shipping law, including consideration of the ship, the enforcement of causes of action arising from its financing, operation, navigation and trading. • Demonstrate an ability to read and engage with contracts of affreightment, shipbuilding contracts, sale and purchase, mortgages, negligence at sea, salvage, towage, pilotage, use of harbours, and limitation of liability. • Demonstrate an understanding of the practice of chartering a ship on voyage or time charter basis and the basic obligations of the ship-owner as well as the main principles relating to the carriage of goods by sea. • Demonstrate a detailed knowledge of the fundamental concepts of maritime law. 			
Prerequisites	None	Required		
Course Content	<p>Week 1: Introduction to the law of sea transport Week 2: International sales of goods Week 3: Bill of lading Week 4: Doctrine of contract and exceptions Week 5: Non-contractual actions Week 6: The evidential hierarchy of bill of lading statements</p>			

	<p>Week 7: Bill of lading statements and contractual actions against the carrier. The Hague and Hague-Visby rules</p> <p>Week 8: The ambit of the rules</p> <p>Week 9: The Hamburg rules</p> <p>Week 10: The Rotterdam rules</p> <p>Week 11: Unimodal sea carriage</p> <p>Week 12: Combined or multimodal transport</p> <p>Week 13: The types of charterparties</p> <p>Week 14: Contractual measure of damages</p> <p>Week 15: Frustration</p> <p>Week 16: Vicarious liability</p> <p>Week 17: Standard of care</p> <p>Week 18: Allocation and apportionment of liability</p> <p>Week 19: The key elements of salvage</p> <p>Week 20: Oil pollution</p> <p>Week 21: Conditions to be fulfilled for general average to exist</p> <p>Week 22: Valuing losses and contributory value</p> <p>Week 23: Civil liability convention</p> <p>Week 24: The 2003 Supplementary fund protocol</p> <p>Week 25: Revision</p> <p>Week 26: Reading week</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Force, R., Yiannopoulos, A. N., & Davies, M. (2012). <i>Admiralty and Maritime Law (Vol. 1)</i>. Beard Books.</p> <p>Baughen, S. (2015). <i>Shipping Law</i>. 6th ed., Routledge.</p> <p><u>Recommended reading</u></p> <p><i>The Journal of Maritime Law and Commerce</i></p> <p><i>Journal of International Maritime Law</i></p> <p><i>Tulane Maritime Law Journal</i></p> <p>Mandaraka-Sheppard, A. (2013), <i>Modern Maritime Law and Risk Management</i>, Routledge.</p> <p>Baatz, Y. (2014). <i>Maritime Law Maritime and Transport Law Library</i>. 3rd ed., Informa Law from Routledge</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	CHARTERING & SHIPBROKING				
Course Code	CSB351				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	Valentin Mavrinac				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	This course introduces students to topics examined in detail in subsequent courses (in later years) and therefore serves as an important introduction to chartering and shipbroking. The scope of this course is quite broad but it specifically provides a foundation for achieving the learning outcomes below.				
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 identify the difference between the voyage charter market, the time charter market and the freight derivative market and comprehend how these work. • Demonstrate an ability to analyse the major factors affecting the freight market • Demonstrate an ability to analyze the terms, conditions and respective obligations, responsibilities and accountabilities in charterparty contracts • Demonstrate an ability to identify the future trends in freight rates, profitability of future agreements for decisions making by charterers and ship owners • Demonstrate an ability to complete voyage estimation and calculation of lay time • Demonstrate an ability to work with and explain specialized terms, abbreviations and notation used in chartering 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Introduction to the course Week 2: The freight market: supply and demand Week 3: Overview of the four shipping markets and their interactions Week 4: Voyage charter market Week 5: Voyage charter market: demurrage and despatch Week 6: Voyage charter market: obligations and liabilities of charterers and shipowners Week 7: Time charter market Week 8: Estimation of voyage and time-charter cash flows Week 9: Freight derivatives market Week 10: Freight derivatives market: Clearing houses Week 11: Reading Week</p>				

	<p>Week 12: Freight market reports: The Baltic Exchange Week 13: The containerised cargo freight market Week 14: Freight indices: New ConTex Index Week 15: Freight indices: Hamburg INDEX Containership time charter rates Week 16: Freight Calculations and Laytime Week 17: The shipping market cycle Week 18: Changes in the freight market Week 19: Costs, competition and the marine environment Week 20: Green safety issues and the freight market Week 21: Group Exercise (Laytime, demurrage, Despatch) Week 22: Charterparty common clauses I Week 23: Reading Week Week 24: Charterparty common clauses II Week 25: Voyage estimation case study Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Collins, N. (2000). <i>The Essential Guide to Chartering and the Dry Freight Market</i>. Clarkson Research Studies.</p> <p>Gorton, L., Hillenius, P., Ihre, R. and Sandevärn, A. (2009) <i>Shipbrokering and Chartering Practice</i> (Business of Shipping), Routledge.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Shipping & Trade</i></p> <p><i>Journal of Transport Economic and Policy</i></p> <p>Plomaritou, E. (2017), <i>Shipbroking and Chartering Practice</i> (Lloyd's Practical Shipping Guides), Informa Law from Routledge</p> <p>Lun, Y.H.V., Lai, K.H and Cheng, T.C.E (2010), <i>Shipping and Logistics Management</i>. Springer, London</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	MARITIME LOGISTICS			
Course Code	MLG354			
Course Type	Compulsory			
Level	Undergraduate			
Year / Semester	Year 3			
Teacher's Name	Mazen Barhoun			
ECTS	10	Lectures / week	1	Laboratories / week
Course Purpose and Objectives	This course underlines the importance of maritime logistics through a series of lectures dedicated to contemporary issues. The logistics elements of shipping and seaport processes are considered and the intersection between shipping, ports and logistics is covered throughout this particular course.			
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 account for the importance of maritime logistics as a contemporary generated discipline; • Demonstrate an ability to comprehend theory and practice related to management operations and strategic issues; • Demonstrate an ability to understand demands and challenges related to maritime logistics; • Demonstrate an ability to relate theory (gathered from literature, case studies and debate) to practice in order to resolving real-life business issues 			
Prerequisites	None	Required		
Course Content	Week 1: Introduction Week 2: SCM and Logistics Week 3: Containerization Week 4: Defining Maritime Logistics Week 5: Modes of Transport Week 6: Intermodal Ships Week 7: Container Terminals and Depots Week 8: General/Dangerous Cargo Week 9: Intermodal Services and Landbridge Week 10: Intermodal Terms and Operators Week 11: Reading Week Week 12: Logistics Providers Week 13: Logistics Management (In-house vs 3 rd Party) Week 14: Inventory Management Week 15: Container Ownership			

	<p>Week 16: Through Transport Documentation Week 17: Green Logistics Week 18: Incoterms Week 19: Bill of Lading Week 20: Clauses of BL and Other Documents Week 21: Maritime Logistics in EU Green Ports and Short Sea Shipping Week 22: Key Performance Indicators Week 23: Reading Week Week 24: Corporate Social Responsibility and Maritime Logistics Week 25: Revision Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Song, D. and Panayides, P. (2012), <i>Maritime Logistics: Contemporary Issues</i>, Emerald Group Publishing Limited.</p> <p><u>Recommended reading</u></p> <p><i>International Journal of Shipping & Transport Logistics</i></p> <p>Song, D. and Panayides, P. (2015), <i>Maritime Logistics: A Guide to Contemporary Shipping and Port Management</i>, Kogan Page.</p> <p>Chew, E., Hay, L. and Ching, L. (2011), <i>Advances in Maritime Logistics</i>, Wspc</p>
Assessment	<p>Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p>
Language	<p>English</p>

Course Title	CORPORATE FINANCE				
Course Code	CFI353				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	Angelos Arkoulis				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The module explains and discusses the function and purpose of Company Finance with a focus on the external environment. The following areas are explored: capital markets, sources of funds and market efficiency; business valuations and mergers and acquisitions; the management of risk in particular foreign currency and interest rate risk; International investment; The theoretical arguments and models relating to risk and return are examined, in particular portfolio theory and CAPM.				
Learning Outcomes	<p><i>Upon completion of this course, students will be able to:</i></p> <ul style="list-style-type: none"> • Display and apply extensive detailed knowledge of capital markets, long term finance and understand the concept and implications of market efficiency • Analyse financial and non financial information and apply to business valuations decision making relating to mergers and takeovers • Critically review the validity of arguments in support of theoretical models such as the capital asset pricing model and investigate contradictory evidence. • Confidently identify the critical elements of financial risk and identify the necessary knowledge and skills, required to manage it • Provide a balanced argument relating to issues in finance, derive a logical conclusion and communicate effectively 				
Prerequisites	None	Required			
Course Content	Week 1: Review of the Financial Management Function Week 2: Efficient Stock Market Hypothesis Week 3: Market Anomalies and Implications of Capital Market Efficiency Week 4: Equity Finance and the Stock Market Week 5: Initial Public Offerings, Rights Issues, Stock Splits Week 6: Long Term Debt Week 7: Loan Stock, Bonds and Debentures Week 8: Convertibles and Warrants Week 9: Valuation of Debt and other Securities				

	<p>Week 10: Leasing Week 11: Reading Week Week 12: Portfolio Theory I Week 13: Portfolio Theory II Week 14: The Capital Asset Pricing Model I Week 15: The Capital Asset Pricing Model II Week 16: Mergers and Acquisitions I Week 17: Mergers and Acquisitions II Week 18: Risk Management Week 19: Forwards, Futures and Options Week 20: Hedging Week 21: Interest Rate and Currency Swaps Week 22: International Investment Week 23: Reading Week Week 24: Political Risk Week 25: Revision Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u> Watson D. and Head A. (2016), Corporate Finance: Principles and Practice, 7th ed., Pearson Education.</p> <p><u>Recommended reading</u> Brealey, M., Myers, S., and Allen, F., (2010), Principles of Corporate Finance, 12th Ed., McGraw-Hill Education.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	PORT MANAGEMENT AND OPERATIONS				
Course Code	PMO354				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	Dr Sotiris Jeropoulos				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The main objective of this course is to familiarise students with the essential elements of ports, covering their role and function, administration, management, economics and operation. Moreover, the course will refer students to ports' historic development, to demonstrate their many functions and facets. The module discusses considerations regarding ports' location, infrastructure, cargo handling and storage, and importantly their ownership structure and strategies and finance. The module also examines current and future trends in port management and operation.</p>				
Learning Outcomes	<p><i>Upon completion of this course, students will be expected to:</i></p> <ul style="list-style-type: none"> • Critically discuss the different structures of ports' ownership and management, including privatization and relation with the public sector. • Present and explain the key performance indicators of ports and strategies to enhance port productivity and competitiveness. • Analyse the requirements of cargo handling and movement of different types of cargo through all the stages of operations in the relevant terminal. Compare and contrast loading and discharging rates for all major cargo types according to cargo handling equipment and various ports in the world. • Relate relevant local and international regulations affecting ports sector with practices within the port area applicable to the port as well as the cargo owners. • Utilize success stories of global ports in applying best practice in port management (e.g. Singapore, Rotterdam, and Shanghai). • Demonstrate sound understanding of the economic influence ports can have to the hinterland they serve, and the mechanism that this influence comes about. • Discuss the relationship between different modes of inland cargo transportation and the available port infrastructure. • Critically appraise the location of terminals within a port. • Discuss present day legal issues relevant to port labour relations. • Discuss recent developments regarding the provision of port services and the relevant trend in European regulations. 				

Prerequisites	None	Required	
Course Content	<p>Week 1: Function of seaports Week 2: Factors determining the ship owner's choice of port Week 3: Flow of manufactured goods Week 4: Major trading areas of the world Week 5: Influence of cost, construction and safety factors Week 6: Port facilities. Defining and measuring productivity at every link of the supply chain. Week 7: Range of container-handling equipment Week 8: Features of free ports Week 9: Advantages of free port zones Week 10: Economics of new and second-hand port equipment Week 11: Reading Week Week 12: Factors determining port investment criteria Week 13: Port traffic management Week 14: Theory of port tariffs Week 15: Customs entry charges Week 16: Changing methods of payment Week 17: Size and scope of the port authority Week 18: Revenue, expenditure and investment budgets Week 19: Types of general cargo-handling equipment Week 20: Bulk handling systems for raw materials Week 21: Market analysis, structure, research Week 22: British Ports Association (BPA), International Association of Ports and Harbours (IAPH) Week 23: Reading Week Week 24: International Cargo Handling Coordination Association (ICHCA) and International Labour Organisation (ILO) Week 25: Assignment Feedback / Revision Week 26: Revision Week 27-28: Examinations</p>		
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and individual presentations by students. Student interaction is encouraged, guest lecturers may be invited, while every effort will be made for students to visit the local port.</p>		
Bibliography	<p><u>Key text</u></p> <p>Branch, A, (2011), <i>Elements of Port Operation and Management</i>, Springer.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Shipping & Trade</i></p> <p><i>Journal of Transport Economic and Policy</i></p> <p>Burns, M.G.(2015), <i>Port Management and Operations</i>, CRC Press.</p> <p>Pettit S. and Beresford A. (2018), <i>Port Management</i>, Kogan Page.</p>		

	<p>Alderton, P. M. (2008). <i>Lloyd's Practical Shipping Guides: Port Management and Operations</i>.</p> <p>Guldogan, E.U. (2011), <i>Port Operations and Container Terminal Management: With Applications</i>, VDM Verlag Dr Muller.</p> <p>Bichou, K. (2009), <i>Port Operations, Planning and Logistics</i>, Routledge.</p>
Assessment	<p>Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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 require critical thinking based on criteria and knowledge acquired during the module, and questions that test students' knowledge of the subject matter.</p>
Language	English

Course Title	SHIPPING AND THE ENVIRONMENT				
Course Code	SHE355				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	Demetris Pavlou				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The aim of this course is to investigate the various ways in which shipping pollution may affect the sea environment. It focuses on the interaction between shipping and the natural environment and on how shipping can become more sustainable. Students become familiar with possible paths to improve environmental performance and, in the long term, to a sustainable shipping sector, based on an understanding of the sources and mechanisms of common impacts. Students also gain knowledge on emissions and discharges from ships, prevention measures, environmental regulations, and methods and tools for environmental assessment.</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 identify the possible impact of Ship pollution • Demonstrate an ability to integrate possible protection strategies for the avoidance of environmental pollution • Critically evaluate alternatives, priorities and consequences regarding safety and protection • Demonstrate an ability to think critically and apply sound judgment in executive decisions relating to shipping pollution and the environment 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Shipping Pollution Week 2: Shipping Pollution and Externalities Week 3: MARPOL Week 4: EEDI Week 5: Sea Pollution Week 6: Safety Week 7: Sea Environment Week 8: Laws and regulations for environmental pollution (I) Week 9: Laws and regulations for environmental pollution (II) Week 10: Owners' Responsibility Week 11: Corporate Social Responsibility Week 12: Ballast Water Treatments (I) Week 13: Ballast Water Treatments (II) Week 14: Corrosion and the Sea Environment (I)</p>				

	<p>Week 15: Corrosion and the Sea Environment (II) Week 16: General legal points of view (I) Week 17: General legal points of view (II) Week 18: Common clauses and concepts (I) Week 19: Common clauses and concepts (II) Week 20: Prevention (I) Week 21: Prevention (II) Week 22: International Convention for the Prevention of Pollution from Ships (MARPOL) (I) Week 23: International Convention for the Prevention of Pollution from Ships (MARPOL) (II) Week 24: International Convention for the Prevention of Pollution from Ships (MARPOL) (III) Week 25: Revision Week 26: Reading week Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Andersson, K., Brynolf, S., Lindgren, F., & Wilewska-Bien, M. (2016). <i>Shipping and the Environment: Improving Environmental Performance in Marine Transportation</i>. Springer.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Shipping & Trade</i></p> <p>Colin, D.L.R., and Charles, B.A. (2009), <i>Shipping and the Environment</i> 2nd edition, Informa, London.</p> <p>Karim, MD.S (2015), <i>Prevention of Pollution of the Marine Environment from Vessels</i>, Springer, London</p> <p>Lun, Y.H.V., Lai, K.H. and Cheng, T.C.E. (2010) <i>Shipping and logistics management</i>. London: Springer.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	MARINE INSURANCE			
Course Code	MAI353			
Course Type	Elective			
Level	Undergraduate			
Year / Semester	Year 3			
Teacher's Name	Stella Constantinnidou			
ECTS	10	Lectures / week	1	Laboratories / week
Course Purpose and Objectives	The course of Marine Insurance provides an in-depth investigation of the legal principles underlying the area of Marine insurance. Different insurance policies and principles are used as a guide while the course also covers the important aspects of marine insurance: from terms and conditions to the practical handling of claims and loss prevention.			
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 fully appreciate the importance & applicability of maritime insurance as a contemporary discipline; • Demonstrate an ability to comprehend theory and practice related to marine insurance and strategic issues; • Demonstrate an ability to analyse the impact of demands and challenges related to marine insurance; • Demonstrate an ability to relate relevant perspectives from literature, case study and debate to link theory and practice to resolving issues. 			
Prerequisites	None	Required		
Course Content	Week 1: Lloyds Week 2: London market associations Week 3: Brokers and underwriters Week 4: P& I Clubs Week 5: Principle of utmost good faith Week 6: Particular average Week 7: Measures of Indemnity Week 8: Subrogation Week 9: Warranties (I) Week 10: Warranties (II) Week 11: Deviation and delay (I) Week 12: Deviation and delay (II) Week 13: Perils of the sea (I) Week 14: Perils of the sea (II) Week 15: Excluded perils (I) Week 16: Excluded perils (II)			

	<p>Week 17: York - Antwerp Rules 1994</p> <p>Week 18: Conditions to be fulfilled for general average to exist (I)</p> <p>Week 19: Conditions to be fulfilled for general average to exist (II)</p> <p>Week 20: Valuing losses and contributory value (I)</p> <p>Week 21: Valuing losses and contributory value (II)</p> <p>Week 22: Institute Cargo Clause 1/1/2009 (I)</p> <p>Week 23: Institute Cargo Clause 1/1/2009 (II)</p> <p>Week 24: Institute Time Clause Hull 1/11/95</p> <p>Week 25: Revision</p> <p>Week 26: Reading Week</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Frederick, T. (2013), <i>Marine Insurance: Its Principles and Practice</i>, Hardpress Publishing.</p> <p><u>Recommended reading</u></p> <p><i>The Journal of Maritime Law and Commerce</i></p> <p><i>Journal of International Maritime Law</i></p> <p><i>Tulane Maritime Law Journal</i></p> <p>Jervis, B. (2005), <i>Reed's Marine Insurance</i>, Thomas Reed Publication.</p> <p>Hodges, S. (2013), <i>Law of Marine Insurance</i>, Routledge.</p> <p><i>Institute of Chartered Brokers</i> (2012) <i>Marine Insurance 2011-2012</i>, Witherby Seamanship International Ltd.</p> <p>Rose, F. (2012), <i>Marine Insurance: Law and Practice</i>, Routledge.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	EXECUTIVE SKILLS				
Course Code	EXS357				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3				
Teacher's Name	Myria Kkali				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This course aims to provide students with knowledge and skills towards a holistic approach to complex and essential academic and business concepts by dealing with relevant issues of the corporate world through leadership and innovation. The objective is that the course will provide a professional transformation with a global perspective and development of a portfolio of practical skills necessary for the complex corporate world of today and beyond.</p> <p>The focus is on the development of leadership skills beyond academic theory and deals with required competencies at every level necessary to deal with the leadership challenges of today. These include dealing with the changing environment of operating in global markets; handling negotiation; how to make decisions in the face of conflicting data and pressures; entrepreneurship and innovation. Participants learn how to be effective leaders, deal with the complexities of team inspiration and motivation and the impact of leadership styles. Leadership issues like communicating the vision, empowering the team and dealing with conflict and creating a culture of innovation are also dealt with.</p> <p>Through the course; participants will gain self-awareness and understand their evolution path, identify the requirements as future leaders, assess their competence and plan their development. Change management which is necessary to deal with constantly changing business conditions and creating an environment of innovation is a key theme throughout the course and is covered extensively.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Describe the key themes in strategic management, with particular emphasis on identifying goals and formulating strategies and addressing implementation techniques. • Demonstrate a practical understanding of a range of methods used in budgeting, planning, controlling and evaluating business practices. 				

	<ul style="list-style-type: none"> • Demonstrate leadership skills and business communication in both verbal and written forms. • Identify business challenges and issues surrounding the business' working environment and their impact on organisational performance.
Prerequisites	None Required
Course Content	<p>Week 1: Introduction to the course</p> <p>Week 2: Becoming a better leader</p> <p>Week 3: Decision making process</p> <p>Week 4: Problem solving and decision-making</p> <p>Week 5: Planning</p> <p>Week 6: Strategic Planning</p> <p>Week 7: Operational Planning</p> <p>Week 8: Planning & Control</p> <p>Week 9: Human Relations and Motivation</p> <p>Week 10: Individual Motivation</p> <p>Week 11: Reading Week</p> <p>Week 12: Influence of Group Dynamics</p> <p>Week 13: Management and Leadership</p> <p>Week 14: Leading People and companies</p> <p>Week 15: Style of Leadership</p> <p>Week 16: Organizing</p> <p>Week 17: The Process of Organizing</p> <p>Week 18: Leading (Theories)</p> <p>Week 19: The Process of Leading</p> <p>Week 20: Internal Business communication</p> <p>Week 21: External Business communication</p> <p>Week 22: Structuring Organizational units</p> <p>Week 23: Reading Week</p> <p>Week 24: How to apply the key ideas in organizational meetings</p> <p>Week 25: Allocating resource to operational processes</p> <p>Week 26: Revision</p> <p>Weeks 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key texts</u></p> <p>Northouse, P.G. (2015), <i>Leadership: Theory and Practice</i>, 7th ed., Sage Publications</p> <p>Armstrong, M. and Taylor, S. (2014) <i>Armstrong's Handbook of Human Resource Management Practice</i>. 13th ed., Kogan Page.</p> <p><u>Recommended reading</u></p> <p><i>Strategy & Leadership Journal</i></p> <p><i>Leadership & Organization Development Journal</i></p>

	<p><i>Journal of Strategy and Management</i></p> <p>Western, S. (2013), <i>Leadership: A Critical Text</i>, Sage Publications Ltd.</p> <p>Yukl, G. (2017), <i>Leadership in Organizations</i>, Pearson Education</p>
Assessment	<p>Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p>
Language	English

Year 4: Five compulsory courses & One Elective (to choose out of three options)

Course Title	GRADUATE PROJECT/ INTERNSHIP				
Course Code	GPI450				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	Dr Myria Kkali				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>During the 4th year of their studies, BA Shipping Management students are required to either submit a 10.000-word project OR choose the option of a 6-month internship at a specific shipping 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's 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 courses into the investigation of a real work place 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 Programme 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 his/her own to the Programme Coordinator. The Programme Coordinator will then approve the topic and assign a mentor to the student to guide him/her 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 programme from a list of shipping organisations that our Institute collaborates with. Upon completion of the internship programme, 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. Student 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 programme); • 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 programme, 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 his or her 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 Programme Seminar 2: Internships & Employability Seminar 3: Internships & International Employability Seminar 4: Internship Evaluation & Assessment Seminar 5: Internships & Career Management Seminar 6: Internships & Networking Seminar 7: Making the most of the internships Seminar 8: Internships & 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>

	<p>Blumberg, B., Cooper, D.R. and Schindler, P.S. (2014), <i>Business Research Methods</i>, McGraw-Hill Higher Education.</p> <p>Saunders, M., Lewis, P. and Thornhill, A. (2015), <i>Research Methods for Business Students</i>, FT Prentice Hall.</p> <p>Quinlan, C. (2011), <i>Business Research Methods</i>, Cengage Learning EMEA.</p> <p>Sekaran, U. and Bougie, R. (2016) <i>Research Methods for Business: A Skill-Building Approach</i>, JohnWiley& Sons.</p>
Assessment	10,000-word project OR 6-month internship at a Shipping organisation accompanied by a 5,000-word report at the end of the internship outlining what you learned during your internship.
Language	English

Course Title	INTERNATIONAL MARITIME CONVENTIONS			
Course Code	IMC356			
Course Type	Compulsory			
Level	Undergraduate			
Year / Semester	Year 4			
Teacher's Name	Valentin Mavrinac			
ECTS	10	Lectures / week	1	Laboratories / week
Course Purpose and Objectives	The module examines the most important international maritime conventions that are in force. In particular, the conventions covered deal with the carriage of goods and passengers by sea and the protection of the marine environment. In addition, the institutional framework and the stakeholders involved in shipping are discussed.			
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Analyze the structure and processes through which international shipping is organized and regulated. • Understand the application of maritime law in the protection of marine environment and regulating the exploitation of ocean resources. • Outline the main regulatory international maritime bodies and their functions • Elaborate on the main international maritime conventions involving the carriage of goods and passengers by sea • Elaborate on the main international maritime conventions involving the protection of the marine environment 			
Prerequisites	None	Required		
Course Content	<p>Week 1: Introduction Week 2: Stakeholders in shipping Week 3: The institutional framework in shipping Week 4: The International Maritime Organisation (IMO) Week 5: The need for global regulations Week 6: The methods of implementation of international conventions Week 7: The need for uniform interpretation of international conventions Week 8: European Shipping Law: An Overview</p>			

	<p>Week 9: EU Common Maritime Policy</p> <p>Week 10: International Convention for the Unification of Certain Rules of Law Relating to Bills of Lading, 1924</p> <p>Week 11: Reading week</p> <p>Week 12: United Nations Convention on the Carriage of Goods by Sea, 1978</p> <p>Week 13: United Nations Convention on the International Carriage of Goods wholly or Partly by Sea, 2008</p> <p>Week 14: Athens Convention Relating to the Carriage of Passengers and their Luggage by Sea, 1974</p> <p>Week 15: International Convention relating to Intervention on the High Seas in Cases of Oil Pollution Casualties, 1969</p> <p>Week 16: Assignment Review</p> <p>Week 17: International Convention on Oil Pollution Preparedness, Response and Cooperation, 1990</p> <p>Week 18: MARPOL, 1978</p> <p>Week 19: International Convention for the Safety of Life at Sea, 1974</p> <p>Week 20: Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matter, 1972</p> <p>Week 21: International Convention on Standards of Training, Certification and Watchkeeping for Seafarers, 1978</p> <p>Week 22: Port State Control: The Paris MOU and the European Directive 2009/16/EC</p> <p>Week 23: Reading Week</p> <p>Week 24: Liability Conventions</p> <p>Week 25: Other important International Maritime Conventions</p> <p>Week 26: Revision</p> <p>Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Berlingieri, F., (2014), <i>International Maritime Conventions: Volumes 1 & 3</i>, Informa Law, Routledge.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Maritime Law and Commerce</i> <i>Journal of International Maritime Law</i></p> <p>Eggers, P. and Picken, S., (2002), <i>Commercial and Maritime Statutes.</i>, 2nd edition, Routledge.</p> <p>Hill, Christopher JS. (2003), <i>Maritime Law</i>, 6th edition, Lloyd's of London Press.</p> <p>Soyer, B. and Tettenborn, A., (2013), <i>Pollution at Sea: Law and Liability</i>, Routledge.</p>

	Tanaka, Yoshifumi. (2012). The International law of the sea. New York: Cambridge University Press.
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	BUSINESS ETHICS			
Course Code	BET452			
Course Type	Compulsory			
Level	Undergraduate			
Year / Semester	Year 4			
Teacher's Name	Prof Andreas Hadjis			
ECTS	10	Lectures / week	1	Laboratories / week
Course Purpose and Objectives	<p>The module engages with ethical theory in a business context. It examines influential ideas and philosophies of ethical behaviour, current developments and governance issues, and the growth of codes and agreements guiding corporate social responsibility. The module seeks to critically examine current debates on the nature of the enterprise and its role and impact on society. The implications of creating and sustaining an ethical approach to entrepreneurial activities are identified and examined, and approaches to the management of business ethics appraised. Different ethical theories are used to undertake this analysis.</p>			
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Analyse stakeholder perspectives on business behaviour. • Evaluate the importance of business ethics at an academic level and also its managerial implications. • Identify and examine the most relevant normative and descriptive business ethics theories. • Investigate and evaluate approaches to sustainability and corporate social responsibility. • Make informed judgements of business ethics dilemmas. • Access and utilise a wide variety of learning resources in the subject area 			
Prerequisites	None	Required		
Course Content	<p>Week 1: Introduction to Business Ethics Week 2: Key elements of Business Ethics Week 3: Sustainability, Business Ethics and Corporate Social Responsibility Week 4: Stakeholder Theory Week 5: Laws, Morals and Ethics: aspects of social responsibility Week 6: Corporate Social Responsibility & Citizenship</p>			

	<p>Week 7: Ethical Concepts Week 8: Evaluating Business Ethics Week 9: Normative Ethical Theories Week 10: Individual and Situational Factors Week 11: Reading week Week 12: Descriptive Ethical Theories Week 13: Alternative approaches Week 14: Virtue Ethics Week 15: Assignment Review Week 16: Managing Business Ethics: Tools Week 17: Code of Ethics Week 18: Shareholders & Business Ethics Week 19: Employees & Business Ethics Week 20: Consumers and Business Ethics Week 21: Suppliers, Competitors & Business Ethics Week 22: Business Ethics and Civil Society Week 23: Reading Week Week 24: Government, Regulations and Business Ethics Week 25: The future of Business Ethics Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Crane, A. and Matten, D. (2016), <i>Business Ethics</i>, 4th Edition, Oxford University Press</p> <p><u>Recommended reading</u></p> <p><i>Journal of Business Ethics</i> <i>Business Ethics Quarterly</i> <i>European Journal of Business Ethics</i></p> <p>Chryssides, G. & Kaler, J. (1999), <i>Essentials of Business Ethics</i>, McGraw Hill.</p> <p>Mallin, C (2004), <i>Corporate Governance</i>, Oxford University Press.</p> <p>De George, R.T. (2006), <i>Business Ethics</i>, 6th edition, Pearson.</p> <p>Dienhart, J.W (2000) <i>Business, Institutions, and Ethics</i>. OUP.</p> <p>Fisher, C & A. Lovell (2009) <i>Business Ethics and Values</i>. Prentice Hall.</p> <p>Mele, D. (2009) <i>Business Ethics in Action</i>. Palgrave.</p> <p>McIntosh, M. et al (2003) <i>Living Corporate Citizenship</i>, Prentice Hall.</p>

	<p>Post, J., Lawrence, A & Weber, J. (2005) <i>Business & Society</i>. McGraw Hill.</p> <p>Wicks, A. Freeman, R. Werhane, P. & K. Martin (2010) <i>Business Ethics, A Managerial Approach</i>, Prentice Hall.</p>
Assessment	<p>Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.</p>
Language	English

Course Title	SHIPPING FINANCE				
Course Code	SFI453				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	Angelos Arkoulis				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The module focuses on the traditional and alternative sources of finance available to shipping companies such as bank financing, public equity and bond issuance, private equity and ship leasing, among others. Students are also presented with the various tools and analyses used in shipping investment and finance decisions.</p>				
Learning Outcomes	<p><i>Upon completion of this course, students will be able to:</i></p> <ul style="list-style-type: none"> • Understand the principles and trends applying to the governance of shipping companies • Understand the process of issuing shipping bank loans and the fundamentals of credit analysis • Understand the major factors involved for shipping companies in raising debt or equity in the capital markets • Assess the capital structure of a shipping company and estimate the cost of capital • Assess vessel profitability by looking at cash flow support, methods of employment, pool arrangements and working capital adequacy • Address additional issues such as taxation, depreciation and ethical responsibilities. 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Introduction to Shipping Finance Week 2: Shipping Cycles Week 3: Risks in Shipping Finance Week 4: Vessel Costs and Ship Productivity Week 5: Voyage Cash Flow Estimation Week 6: Investment Appraisal for Shipping Companies Week 7: Fundamentals of Bank Shipping Finance Week 8: Sources of Security for Bank Loans Week 9: The Six Cs of Credit Analysis Week 10: Loan monitoring</p>				

	<p>Week 11: Reading Week Week 12: Syndicated Debt in Shipping Week 13: The US Capital Markets Week 14: Initial Public Offerings of Shipping Companies Week 15: The Valuation of Shipping Companies and their Shares Week 16: High Yield Debt Finance for Shipping Companies Week 17: Shipping Hedge Funds Week 18: Assignment Review Week 19: The German KG system Week 20: The Norwegian KS system Week 21: Islamic Finance Week 22: Risk Management and Freight Derivatives Week 23: Reading Week Week 24: Mergers and Acquisitions in Shipping Week 25: Insurance in Shipping and Ship Financing Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u> Stephenson Harwood (2006), <i>Shipping Finance</i>, 3rd ed., Euromoney Books.</p> <p><u>Recommended reading</u> Grammenos, C.Th. (2010), <i>The Handbook of Maritime Economics and Business</i>, 2nd ed., Lloyd's List.</p> <p>Stopford, M. (2009), <i>Maritime Economics</i>, 3rd ed., Routledge.</p> <p>Brealey, M., Myers, S., and Allen, F., (2010), <i>Principles of Corporate Finance</i>, 12th Ed., McGraw-Hill Education.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	SUPPLY CHAIN MANAGEMENT				
Course Code	SCM352				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	Valentin Mavrinac				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>This course is designed to provide theoretical and practical knowledge and skills in various aspects of logistics and supply chain management. The course aims to enable students to critically and creatively analyse how the concepts of the course can be applied to supply chains in the shipping industry.</p> <p>Note: Case studies will be used which relate to the Shipping Industry</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 identify how supply chain management and logistics affect the profitability of organisations; • Demonstrate a broad knowledge of major aspects of supply chain management; integrate these aspects of management in decision making within an organisation; • Demonstrate an ability to analyze and interpret management information and communicate information effectively; • Demonstrate an ability to assess the value of information and become familiar with the basic Information Technology applications in a supply chain context; • Demonstrate an ability to make decisions based on the information available; • Demonstrate an ability to explore the impact of globalization on supply chains with emphasis on global logistics strategies and risk management practices; 				
Prerequisites	None	Required			
Course Content	<p>Week 1: What is a supply chain? Week 2: Decision phases in a supply chain Week 3: Competitive and supply chain strategies Week 4: Drivers of supply chain performance Week 5: Facilities and inventory</p>				

	<p>Week 6: Transportation</p> <p>Week 7: The role of distribution in the supply chain</p> <p>Week 8: Online sales and the distribution network</p> <p>Week 9: The role of network design in the supply chain</p> <p>Week 10: The impact of globalization on supply chain networks</p> <p>Week 11: Reading week</p> <p>Week 12: The role of forecasting in a supply chain</p> <p>Week 13: Aggregate planning</p> <p>Week 14: Responding to predictable variability in the supply chain</p> <p>Week 15: Lack of supply chain coordination and the bullwhip effect</p> <p>Week 16: The role of cycle inventory in the supply chain</p> <p>Week 17: Determining the appropriate level of safety inventory</p> <p>Week 18: Factors affecting optimal level of product availability</p> <p>Week 19: In-house or outsource</p> <p>Week 20: The procurement process</p> <p>Week 21: Revenue management for multiple customer segments</p> <p>Week 22: The Role of IT in a supply chain</p> <p>Week 23: Internal supply chain management</p> <p>Week 24: Key metrics for sustainability</p> <p>Week 25: Revision</p> <p>Week 26: Reading Week</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Chopra, S., Meindl, P. and Kalra, D.V. (2015), <i>Supply Chain Management: Strategy, Planning, and Operation</i>, Pearson Education.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Supply Chain Management</i></p> <p><i>Supply Chain Management: An International Journal</i></p> <p>Christopher, M. (2016), <i>Logistics and Supply Chain Management (Financial Times Series)</i>, FT Prentice Hall.</p> <p>Farrington, B. and Lysons, K. (2016), <i>Procurement and Supply Chain Management</i>, Pearson.</p> <p>Mangan, J., Lalwani, C., Butcher, B. and Javadpour, R. (2012), <i>Global Logistics & Supply Chain Management</i>, John Wiley & Sons.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the

	Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	MANAGING MARITIME SAFETY				
Course Code	MMS355				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	Valentin Mavrinac				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>The module provides a thorough understanding of contemporary maritime safety and its management. It provides varying viewpoints on traditional safety topics in conjunction with critical discussions of the international safety management code and its application. The module also offers new perspectives on maritime safety such as ship and equipment design for safety and the relevance of safety management systems, in particular the application of the ISM code to remote controlled or autonomous ships.</p>				
Learning Outcomes	<p><i>On completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Understand the basic principles, concepts and terms of maritime safety management. • Explain recommended practices for managing maritime safety. • Understand the IMO's approach towards the "Human Element". • Identify the structure of SOLAS and related regulations. • Classify human factor issues as part of risk and safety assessment in maritime transport. • Elaborate on ISM Code implementation issues. • Understand the practical challenges in implementing global safety measures for international shipping 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Introduction to maritime safety management Week 2: The concept of safety Week 3: Technology and humans Week 4: Safety systems, culture and the concept of resilience Week 5: The influence of focal factors on maritime safety Week 6: The adaptive safety model Week 7: History of safety management Week 8: Catastrophic events and their influence on safety</p>				

	<p>Week 9: SOLAS, MARPOL, STCW, Collision and the Load Line Convention</p> <p>Week 10: Contemporary safety management</p> <p>Week 11: Reading week</p> <p>Week 12: The role of the IMO</p> <p>Week 13: Safety management systems</p> <p>Week 14: The ISM Code</p> <p>Week 15: The expected and unexpected effects of the ISM Code</p> <p>Week 16: The Polar Code</p> <p>Week 17: Assignment Review</p> <p>Week 18: Self regulation, Culture and maritime safety</p> <p>Week 19: The human contribution</p> <p>Week 20: Risk and safety perception in the maritime industry</p> <p>Week 21: Design for safety</p> <p>Week 22: Regulatory aspects</p> <p>Week 23: Reading Week</p> <p>Week 24: Remote controlled and autonomous ships</p> <p>Week 25: ICT and safety management</p> <p>Week 26: Revision</p> <p>Week 27-28: Examinations</p>
Teaching Methodology	This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.
Bibliography	<p><u>Key text</u></p> <p>Oltedal, H.A. and Lutzhoft, M., (2018), <i>Managing Maritime Safety</i>, 1st edition, Routledge.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Safety Research</i> <i>Safety Science</i></p> <p>Anderson, P. (2003), <i>Cracking the Code: the Relevance of the ISM Code and its Impact on Shipping Practices</i>, London: Nautical Institute.</p> <p>Hofstede, G., (2001), <i>Culture's Consequences: Comparing Values, Behaviors, Institutions and Organisations across Nations</i>, Thousand Oaks, SAGE Publications.</p> <p>Reason, J.T., (2008), <i>The Human Contribution: Unsafe Acts, Accidents and Heroic Recoveries</i>, Ashgate Publishing.</p> <p>United Nations (2016), <i>Review of Maritime Transport 2016</i>, New York and Geneva: United Nations.</p>
Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	STRATEGIC MANAGEMENT				
Course Code	SMG451				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	Prof Andreas Hadjis				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	<p>Strategic Management is concerned with the problems of the General Manager and with resolving strategic issues. This course aims to combine the functional analysis of other subjects in order to take a holistic approach to management decision-making. It also helps students understand and communicate with general managers and to provide the initial background for those who themselves intend to have a general management career. The course covers major areas of public controversy and academic interest as far as it affects current business practice.</p> <p>Note: Case studies will be used which relate to the Shipping Industry</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 implement and execute business strategies that enhance the company's business position and allow it to gain a sustainable competitive advantage; • Demonstrate an ability to evaluate strategic alternatives and craft business strategies; • Demonstrate an ability to assess business risk and create results-oriented action plans; • Demonstrate an ability to analyze organisational issues and make subsequent decisions/recommendations; • Demonstrate an ability to identify and explain the impact that external environmental factors have on business strategy; • Demonstrate an ability to identify and explain problems associated with long-term strategy formulation and implementation 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Strategic Management: Creating Competitive Advantages Week 2: Macro environmental Analysis Week 3: Macro environmental Analysis Week 4: Macro environmental Analysis</p>				

	<p>Week 5: Micro analysis ;Five forces Framework Week 6: Internal Analysis ;Recourses and Capabilities Week 7: Internal Analysis ;Recourses and Capabilities Week 8: Business Strategy and Models Week 9: Business Strategy and models Week 10: Corporate-Level Strategy: Value through Diversification Week 11: Reading week Week 12: Corporate-Level Strategy: Value through Diversification Week 13: International Strategy: Value in Global Markets Week 14: Assignment Feedback Week 15: Mergers, acquisitions and alliances Week 16: Strategy Development process; Strategic Directions Week 17: Organising and Strategy Week 18: Leadership and Strategic Change Week 19: Creating Effective Organisational Designs Week 20: Creating Effective Organisational Designs Week 21: Creating a Learning Organisation and an Ethical Organisation Week 22: Fostering Corporate Entrepreneurship and New Venture Creation Week 23: Reading Week Week 24: The practice of Strategy Week 25: Analysing Strategic Management Cases Week 26: Revision Week 27-28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and group work. Student interaction is encouraged, guest lecturers may be invited, while students might also get a chance to visit companies.</p>
Bibliography	<p><u>Key text</u></p> <p>Johnson,G,Whittington,R,Scholes,K,Angwin,D & Regner,P(2017),Exploring Strategy;Text and Cases,11th ed, Pearson Education Limited.</p> <p><u>Recommended reading</u></p> <p><i>Journal of Business Strategy</i></p> <p><i>Journal of Strategy and Management</i></p> <p>Lynch. R. (2015) <i>Strategic Management</i>. 7th ed.Pearson Education Limited.</p> <p>Witcher, B. J. & Chau, V. S. (2010) <i>Strategic Management</i>, CENGAGE Lrng Business Press</p> <p>David, F. (2012), <i>Strategic Management: Concepts and Cases</i>, Pearson Education.</p> <p>Pitt, M.R. and Koufoulos, D. (2012), <i>Essentials of Strategic Management</i>, Sage Publications Ltd.</p>

Assessment	Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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, questions that are based on acquired sense, and questions that test students' knowledge of the subject matter.
Language	English

Course Title	LINER SHIPPING				
Course Code	LSH357				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 4				
Teacher's Name	Dr Sotiris Jeropoulos				
ECTS	10	Lectures / week	1	Laboratories / week	
Course Purpose and Objectives	The module aims to introduce the students to the workings of the Liner Shipping Industry and prepare them to become strong entry level employees in any Liner Shipping functionality, or be a proficient user of international cargo transportation services.				
Learning Outcomes	<p><i>Upon completion of this course students should be able to:</i></p> <ul style="list-style-type: none"> • Clearly differentiate between Tramp and Liner shipping services and explain how different cargo types and their trade benefit from the use of each of the two services. • Illustrate the benefits brought to Global Trade by unitisation and mainly Containerisation and clearly explain the resulting boost to trade. • Associate the physical movement of cargo with the possible stakeholders worldwide and be able to ascertain from the cargo owner's point of view the different options available. • Under given circumstances evaluate the choices available to traders as regards different types of suppliers of transportation services. • Infer the relationships between worldwide transportation stakeholders and recognise the possible effect to cargo interests. • Appraise the different ways Liner Operators cooperate and outline the possible effects to trade. • Explain the legal background of Carriers Limitation of Liability internationally and its relationship to issues regarding cargo insurance. 				
Prerequisites	None	Required			
Course Content	<p>Week 1: Liner and Tramp Shipping Services. Week 2: Cargo types and factors influencing the choice of the most suitable shipping service. Week 3: History of Unitisation and Containerisation. The economic effects to international trade. Week 4: The iso container types. Container ships and their development.</p>				

	<p>Week 5: Container handling equipment and Intermodalism.</p> <p>Week 6: Types of companies involved in Liner Shipping and the role of each.</p> <p>Week 7: Physical cargo movement in containerized transportation, the associated Documentation and Cost.</p> <p>Week 8: Inco Terms, Terms of Shipment.</p> <p>Week 9: Documentary Letter of Credit</p> <p>Week 10: Bills of Lading in Liner shipping. LCL, FCL</p> <p>Week 11: Reading Week</p> <p>Week 12: The peculiarities of Groupage services.</p> <p>Week 13: Pricing, Tariffs.</p> <p>Week 14: Major Container Trade Routes, Network Considerations.</p> <p>Week 15: Ports and Terminals in Liner Shipping.</p> <p>Week 16: Equipment imbalances. Logistics considerations in Liner Shipping.</p> <p>Week 17: Inland Ports.</p> <p>Week 18: Cooperation among Liner Shipping companies and the related International Regulations.</p> <p>Week 19: Conferences.</p> <p>Week 20: Consortia. Mergers and Acquisitions.</p> <p>Week 21: Historical Aspects of Limitation of Liability. The Hague and Hague Visby Rules, Hamburg and Rotterdam rules.</p> <p>Week 22: Visit to the local port. Theory and practice in a container terminal.</p> <p>Week 23: Reading Week</p> <p>Week 24: Recent Trends in Liner Shipping, Vertical diversification.</p> <p>Week 25: Assignment Feedback / Revision</p> <p>Week 26: Revision</p> <p>Weeks 27-28: Examinations</p>
Teaching Methodology	<p>This course utilises a mixture of interactive lectures, case studies and individual presentations by students. Student interaction is encouraged, guest lecturers may be invited, while every effort will be made for students to visit the local port.</p>
Bibliography	<p><u>Key texts</u></p> <p>Stopford, M., <i>Maritime Economics</i>, 3rd edition, Routledge, 2009.</p> <p>Levinson, M., (2006), <i>The Box</i>, Princeton.</p> <p>Greve, M. et al (2007), <i>Container Shipping and Economic Development</i>, Copenhagen Business School Press.</p>
Assessment	<p>Per CIM regulations, students are assessed via 2 assignments (jointly forming 30% of the total grade, and via 1 final examination (weighed at 70%). Assignments are recommended by lecturers and approved by the Programme 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 require critical thinking based on</p>

	criteria and knowledge acquired during the module, and questions that test students' knowledge of the subject matter.
Language	English

ANNEX 3



RESEARCH STRATEGY 2020

Research at CIM

CIM has for many years been a Business School with a sole focus on teaching excellent and employability, with little research output. This has changed over the last years, when more emphasis was given to research, followed by purposeful hiring of established researchers and investments in research infrastructure (Software, Books, Journal subscriptions, a Research Centre). CIM has budgeted 10,000 Euro per year for all of our teaching personnel; what this means, in effect, is that no member of staff has applied for research money (to undertake research or write a conference or journal paper) and not being given sufficient money to do so. The persons responsible for promoting and facilitating research within CIM are the Director of Research and the Head of Research.

Meanwhile, after external consultation and further investment, CIM moved to set up an autonomous Research Centre, with the aim of advancing, promoting, and facilitating research relating to the field of Business – broadly conceived. The Centre has a global outlook and welcomes interdisciplinary research as well as research that bridges the gap between the business world and academia.

The Centre brings together several academics, professionals and industry experts who are actively involved in research. This indicates the developed business network that the Centre possesses and the contribution of business gurus in the Centre's operation (for more information please see www.cima.ac.cy/research and attached flyer).

Research Strategy 2020

Members of CIM faculty and Fellows of the Centre met on 22 March 2018 to formulate a Research Strategy. Particular attention was paid on ensuring this strategy is achievable and realistic and aligned with the courses offered at CIM, namely courses in Business, Shipping, and HR.

As agreed by all present, the vision of CIM should incorporate an emphasis on research:

to aspire to be a Business School driven by internationally excellent research that leads us to be known globally for being a place of genuinely transformational learning

The document prepared describes the CIM strategy and implementation plan to achieve research growth and the overall research strategy of the institute, specifically in relation to standards set by the Cyprus Quality Assurance Agency. It includes research growth and expectations, human resource development, impact, engagement with industry, research and external income generation. The focus is on developing people, creating and disseminating knowledge and innovating in a way that impact is created to the wider world. It also provides a means to measure progress.

Recruitment

CIM has sought to recruit staff with potential and proven research and knowledge exchange excellence. This is important as we are trying to turn ourselves into respected research producers. From now on, all recruitment will ask for potential and proven research and knowledge exchange excellence. Moreover, it will stipulate as essential characteristics for prospective faculty: proven collaborative and interdisciplinary working; a concern for the development of colleagues; and a concern for impact. Because we are without a strong reputation for research excellence, we have also focused on recruiting Early Career Researchers who can be encouraged to stay at the Institute by opportunities for career development and rewards for high quality research output. We would like to turn CIM into the place where recent graduates build reputable careers.

Incentives

As of April 2018, CIM has introduced incentives for academics to undertake research:

1. Reduced teaching/admin by 50%
2. Bonus: 2000 for a peer-reviewed journal article and 4000 for an international academic book publication

Research Expertise & Research Clusters

There will be three clusters in the Research Centre:

- Human Resource Management/Organisational Psychology, led by Dr Fotis Pavlou
- Shipping/Shipping Finance, led by Dr Angelos Arkoulis
- Marketing, led by Dr Myria Kkali

Each head of cluster will be responsible to lead his/her cluster. It is expected that each cluster will organise at least one event/workshop/conference per year.

Research responsibilities

- The CIM Research approach takes into account the balance of teaching, research and administration activities and introduces a set of typical *research values of expected academic activity* of the roles. The aim is to make these values part of a culture within CIM, so as to collectively achieve research growth and move towards achieving the expectations and deliverables laid out in this document. Further, we stress the importance of making research results part of the teaching and learning component of all taught programmes.

Professors are expected to:

1. Operate at an international standard in all aspects of their academic activity.
2. Publish at high quality journals (2* & above).
3. Promote research in all aspects of teaching and scholarly activity of the School.
4. Mentor, coach and facilitate (altruistically) the research development of younger academics within the School and younger Fellows within the Centre.
5. Apply and encourage others to apply for research grants.

Associate Professors are expected to:

The same as professors but is expected to be less in volume with no compromise in quality.

Lecturers/Senior Lecturers

1. Aim to publish at least 1 journal paper of minimum 2* a year.
2. Receive help and follow guidance to effectively engage with their research development, dissemination and impact.
3. Bid for externally funded projects or assist in the development, compilation and submission of bids lead by other within the School or University.
4. Discuss their research plans and their implementation with the Director of Research and senior staff within the School.
5. Receive mentoring, coaching and other help as appropriate in order to achieve the deliverables in this strategy that in turn will help achieve the deliverables of the Institute Strategy.

Monitoring & Coaching

In order to ensure that the expectations and aims are met, the Director of Research will be made responsible to inform all lecturers about these expectations. Further, the objective of generating more research will be achieved using two key processes:

1. A comprehensive *mentoring* programme.
2. A short-term remedial intervention using *coaching*.

This would enable the full research capability and potential to be instantiated and simultaneously help to focus better in research activities. The coaching activity will resolve day-to-day issues and it is helpful to morale and support. Both processes put together along with a reasonable achievement and performance will enable colleagues to develop their careers and serve the desired objectives in the process.

Colleagues are to be empowered to identify their strengths, expertise, talents, and abilities in order to individually contribute at one or more of the areas of research and previous or current

impact. CIM will support their activities by mentoring, coaching and acknowledging achievement and progress via the appraisal mechanism and frequent two-way feedback sessions.

All colleagues will be facilitated to transform themselves into major stakeholders of a highly motivated group of entrepreneurial individuals that set their careers and the Institute to a rising trajectory of success and achievement. Individual satisfaction will be aided by providing an atmosphere of academic growth as a result of recognising high achievement, increased responsibility, empowerment and commitment.

External Income

Funding for research activities will be provided by CIM. But it is hoped that in the years to come external income will be achieved by commercial activities and/or by traditional application to research funding. Achieving commercially based external income has a multiplying effect in a way that modest achievements of one year will be the basis for significant increases in subsequent years. There are at least two prerequisites to achieve this objective. These are *expertise* (that someone wishes to use) and *customer focused techniques* in a way that make external stakeholders feel that they have gained from the transaction of receiving consultation.

The approach to be taken involves *persuasion* and *influence*. Logically and impartially articulated persuasion with good evidence will be used to explain the benefits that businesses could receive by using our expertise. This requires our expert opinion to be provided routinely and freely to SMEs. *We seek to create a relationship of trust and that would prepare the ground for a KTP, consultancy or specialised training.* A company must be helped to perceive us as an authority in the area that expertise is needed and must like us in order to engage into a business arrangement.

Consulting

The greatest assets of the Institute are its current and future human resource with expertise in Management, Shipping, and HR and the reputation that CIM enjoys in the industry. Expertise and reputation on their own, however, are not sufficient to succeed. Colleagues will be empowered to systematically engage with the industry. We need to demonstrate that we are the 'experts' to be consulted and trusted and appear at all times knowledgeable and professional.

For example, knowledge transfer partnerships are more likely to take place when businesses believe that they have a problem that is considerably complex, significant and beyond their means to solve it. Businesses will therefore have to trust us to provide them with a sophisticated expert service. Trust is a significant and key parameter in generating external income. Trust can be initially formed by the conduct of the initial development and is re-enforced and embedded on successful completion.

Measuring & Reporting

The Director of Research will measure progress by snapshot audits of data. Snapshots will then be compared to measure progress. The measurement of progress will also take place via specific one-to-one meetings and reporting on progress via specific progress reporting forms.

The parameters of progress will include:

1. Academic growth

Performance indicators include:

- a. The quality of the scholarship both in research and teaching and its appropriate dissemination in appropriate forums, journals and conferences.
- b. The level to which research-informed teaching is demonstrated and the integration of scholarship in the teaching provision with specific demonstrable examples of good practice.
- c. The number of effective collaborations and overall engagement with opportunities.
- d. The effective motivation encouragement and support via appraisals, mentoring and coaching in a way that engages colleagues to move forward and demonstrate sufficient progress.

2. **Effective creation, dissemination, innovation & impact**

Performance indicators include:

- a. The contribution of colleagues in conferences, events, collaborative projects or other shared activities.
- b. Demonstration of *innovation* that leads *exploitation* and in turn to *impact* in the wider world.
- c. Funding bids submitted and/or other external income generation.
- d. Organization of conferences, seminars and specialized training programs

3. **Engaging with the wider world.**

Performance indicators include:

- a. Demonstrable evidence of unique contribution (or potential of) that is likely to lead to innovation and therefore produce a level of impact.
- b. The level of engagement and contribution to external stakeholders (e.g. policy makers, advisory committees)
- c. The citation index (including h-index) and its comparison to average values within the specific thematic domains.
- d. The number of networks (industrial and academic) that there is evidence of effective engagement.
- e. The level of engagement with the wider world in whichever way can be demonstrably shown.
- f. Engagement and solution contribution to societal problems locally and internationally (e.g. science shops)

Key Actions

	What	Who	When
1	Determine the balance of teaching, research and administration within the School. A questionnaire will be used and an overall spread sheet will be developed	DHR	To start in Sep 2018 and continue on an on-going basis
2	Introduce a mentoring and coaching process with the assistance of senior colleagues.	DR	To start in June 2018 and

			continue on an on-going basis
3	Obtain a capacity review to minimise any missed opportunities, benefit from the strengths and address areas of improvement.	HoR	June 2018
4	Work with internal and external stakeholders to coordinate and monitor research and identify previous and current impact.	All	On-going
5	Introduce a working group to create the operating framework of the Strategy.	DR/HoR	March 2018
17	Initiate and develop a research induction process for the new faculty (colleagues to choose their mentors).	DR/HoR	Sep. 2018
7	Colleagues to receive coaching training for research initiation, writing and publication (peer coaching to be established).	DR/HoR	June 2018
9	Organise an away day for research training and development.	DR/HoR	June 2018
10	All colleagues to set objectives (as part of their appraisal exercise) by having fully and independently identified their areas of strengths for research and external income generation.	All	October 2018
11	Identify collaborative research engagement with other internal and external stakeholders.	All	On-going
12	Liaise with marketing to develop a booklet (also available on-line) that markets our research expertise.	DR	Feb. 2018 - DONE
13	Organise a range of activities to connect colleagues with SMEs.	DD	On-going
14	Identify SMEs that will benefit from our expertise and gain their trust by offering them free initial advice (e.g. a telephone chat). A starting point might be a final year project or a placement.	DD	On-going
15	Strike agreement with external consultants specializing in income generation	DR/DD	June 2018
17	Increase the confidence of colleagues and the quality of publications by acknowledging, valuing and appreciating all publications in a way that colleagues feel motivated to continue their research effort.	DD/DR	On-going
18	Facilitate some of the final year projects to be used as a preliminary research project with a publication.	All	On-going
19	Build upon existing research experience and areas of expertise.	HoR	On-going
20	Encourage colleagues to contribute articles to popular press and specialised periodicals.	DD/DR/HoR	On-going

22	Strategic collaborations in order to develop capability in terms of abilities, expertise and sustainability.	All	On-going
24	Monitor the efficiency of external activities in order to improve the efficiency of delivery and the quality of service.	HoR	On-going
25	Complete projects by being aware of the market demands and being sufficiently agile to acquire an advantage over your competitors.	All	On-going

Approved by e-mail by

Prof Andreas Hadjis (chair)
 Dr Christos Hadjiyannis
 Georgia Thrasyvoulou
 Dr Myria Kkali
 Dr Fotis Pavlou
 Capt. Valentin Mavrinan
 Dr Stylia Krokida
 Dr Constantinos Constantinou
 Prof George Papageorgiou
 Gregoris Demetriou
 Dr Nektarios Michail
 Dr Fanos Tekelas
 Dr Derek Watson
 Dr George Zachariades
 Dr Angelos Arkoulis

APPENDIX

Cyprus Centre for Business Research

Governance

Director

Professor Andreas Hadjis

Profile: Prof. Hadjis is a renowned theorist and teachers of systems theory and a pioneer in teasing out the implications of systems theory for Business. Throughout his long, international career, he has lectured on various management courses. He is a PhD holder from the University of St Gallen, Switzerland, where he also worked as a Research Fellow. His research interests include Systems Theory, System Dynamics Modelling and Simulation, Quantitative Strategic Marketing Planning Models, Strategic Management and Information Systems, Process and Project Management, and Operations Management

Deputy Director

Myria Kkali

Profile: Ms Myria Kkali is currently in the process of revising her PhD thesis, which she completed at the University of Nottingham after having successfully defended it in May 2017. Myria is expected to graduate in December 2017. Her research interests include data-based marketing B2B communications and the use of sense making theories in organizational studies. She has presented her research at the 2015 British Academy of Management Conference, held in Portsmouth in October 2016, and her conference paper was published in the conference proceedings.

FELLOWS & RESEARCH INTERESTS (as of March 2018)

Dr Fanos Tekelas (Cyprus University of Technology / CIM)

Dr Nektarios Michail (Cyprus University of Technology / Central Bank / CIM)

Dr Derek Watson (University of Sunderland)

Dr Styliani Iris Krokida (Cyprus University of Technology)

Dr Constantinos Constantinou

Dr Georgia Thrasyvolou (Leeds / Leeds Trinity University))

Dr Fotis Pavlou (CIM)

Capt. Valentin Mavrinac

PUBLICATIONS AND DATA

The Cyprus Centre for Business Research generates two publications, in addition to mining out data through conducting primary research.

Business Bulletin – a bimonthly publication sent out to business executives, in which CIM's experts engage with current events and developments in various sectors, summarise their findings, and share their insights

The Market: International Journal of Business – a new and revamped academic publication which aims to publish new research in the field of Business annually

Data – CIM conducts annually a marketing research. The results for the latest research, which was carried out in partnership with Cypronetwork, were presented in September 2017

NEWS & EVENTS

The Cyprus Centre for Business Research organises annually an international conference bringing together leading academics from Cyprus and abroad. This year's conference, the inaugural conference of the Centre, was held at our Nicosia premises on 30 March 2018, with the theme Anticipating and Managing Change. More than 20 papers were submitted and presented.

FELLOWSHIPS

With its aim that of engendering and supporting research, the Cyprus Centre for Business Research offers a number of Fellowships. We welcome individuals engaged in research to apply for a fellowship. There are four types of fellowships available

1. Doctoral Fellowships: for applicants in the latter stages of their PhDs.
2. Postdoctoral Fellowships: for applicants who have completed their PhD studies within the last five years.
3. Senior Fellowships: for applicants with an extended academic record who have been in possession of a PhD for longer than six years.
4. Visiting Fellowships: for applicants with an extended academic record who are based abroad and who are visiting Cyprus for research purposes