



# ALEXANDER COLLEGE

Επιτροπή Εξωτερικής Αξιολόγησης  
Φορέας Διασφάλισης και Πιστοποίησης της Ποιότητας Ανώτερης Εκπαίδευσης

22 Μαρτίου 2017

**Παρατηρήσεις επί της Έκθεσης Εξωτερικής Αξιολόγησης του Προγράμματος «Business Administration and Finance (4 years plus an optional foundation year)», Παράρτημα Alexander College, Πάφος**

Κατόπιν μελέτης της Έκθεσης, επιθυμούμε να σημειώσουμε τα εξής:

Αποδεχόμαστε την αξιολόγηση, τόσο τα θετικά σχόλια όσο και τις Προτάσεις για βελτίωση του Προγράμματος που περιλαμβάνονται στην σχετική έκθεση και **αναπτύσσουμε ακολούθως τα μέτρα που λάβαμε σχετικά. Πέραν των μέτρων που λάβαμε σε πλήρη συμμόρφωση με τις προτάσεις βελτίωσης της Επιτροπής, παραθέτουμε επίσης κάποια σχόλια και διευκρινήσεις μας.**

## 1. Γενικές Παρατηρήσεις

Σημειώνουμε με ικανοποίηση ότι από το σύνολο των 103 δεικτών ποιότητας του Προγράμματος, στους 89 το Πρόγραμμα αξιολογείται θετικά με το κέντρο βάρους της αξιολόγησης να εντοπίζεται καταφανώς στην κλίμακα 4, «Ισχύει σε πολύ ικανοποιητικό βαθμό». Εκτιμούμε ότι, από τα αποτελέσματα της Εξωτερικής Αξιολόγησης, διαπιστώνεται η ετοιμότητα και ικανότητα του Παραρτήματος<sup>1</sup> και τελικά του Προγράμματος να λειτουργήσει άμεσα, από τον Σεπτέμβριο του 2017, ενσωματώνοντας τις βελτιωτικές προτάσεις που εισηγείται η Επιτροπή Εξωτερικής Αξιολόγησης.

Υπενθυμίζουμε σχετικά ότι το υπό αξιολόγηση Πρόγραμμα, πιστοποιήθηκε για το Μητρικό ίδρυμα στις 16 Οκτώβριου του 2015 από Επιτροπή Εξωτερικής Αξιολόγησης ορισμένη από το ΣΕΚΑΠ<sup>2</sup>, οι εισηγήσεις της οποίας διαμόρφωσαν το τελικό Πρόγραμμα που ήδη εφαρμόζεται στην Λάρνακα. Τα ίδια ακριβώς στοιχεία (με διαφορετικό ακαδημαϊκό προσωπικό) υποβλήθηκαν στην παρούσα αίτηση ώστε το Πρόγραμμα να πιστοποιηθεί για σκοπούς χρήσης του Παραρτήματος Alexander College, Πάφος.

Επιπρόσθετα για σκοπούς διευκρίνησης, σημειώνουμε ότι με την παρούσα διαδικασία, αξιολογείται το Πρόγραμμα «Business Administration and Finance **plus an optional foundation year**», όπως άλλωστε ήταν και στην αίτηση μας και όχι απλά το Business Administration and Finance Πρόγραμμα όπως προφανώς εκ παραδρομής αναφέρεται στην πρώτη σελίδα της Έκθεσης Εξωτερικής Αξιολόγησης.

## 2. Ειδικά όσο αφορά στα Καταληκτικά Σχόλια και Εισηγήσεις της Επιτροπής Εξωτερικής Αξιολόγησης Προτάσεις για βελτίωση του Προγράμματος που καταγράφονται πιο κάτω:

- Το Πρόγραμμα χρειάζεται αναθεώρηση ώστε να προστεθούν μαθήματα επιλογής, τουλάχιστον στα δυο τελευταία έτη σπουδών.
- Θα πρέπει όλοι οι διδάσκοντες να διδάσκουν μαθήματα συναφή προς το αντικείμενο τους. Θα πρέπει τα μαθήματα "Introduction to Microeconomics" και "Introduction to Macroeconomics" να διδάσκονται από άτομο με πολύ καλές γνώσεις Οικονομικής (κατά προτίμηση με διδακτορικό), το οποίο όπως διαπιστώσαμε υπάρχει στο Ίδρυμα.

<sup>1</sup> σελ. 5, Έκθεση Εξωτερικής Αξιολόγησης: «Το κτίριο διαθέτει όλη την κατάλληλη υποδομή ώστε να στεγάσει το Πρόγραμμα και να εξυπηρετήσει τους φοιτητές που αναμένει να εισαγάγει».

<sup>2</sup> Αξιολογητές ήσαν οι Καθηγητές: Θεόδωρος Κ. Πελαγίδης (ΠΑΠΕΙ), Σταύρος Ιωαννίδης (ΠΑΝΤΕΙΟ), Καραμάνου Ειρήνη (ΠΑΝΚΥΠ).

- Πρέπει να αναπτυχθούν συνεργασίες με άλλα Πανεπιστήμια του εξωτερικού (πέραν του University of the West of England), με το οποίο το Ίδρυμα συνεργάζεται σε άλλο Πρόγραμμα όπως επίσης το Ίδρυμα να συμμετάσχει στο Πρόγραμμα Erasmus.
- Η πρακτική άσκηση θα πρέπει να προστεθεί ως μάθημα επιλογής (με πιστωτικές μονάδες) ώστε οι φοιτητές να αποκτήσουν εργασιακή εμπειρία.

1. Όσο αφορά στο Πρόγραμμα Σπουδών και στον Τίτλο Σπουδών σημειώνουμε θετικά την κρίση της Επιτροπής ότι ο σκοπός, τα μαθησιακά αποτελέσματα, οι πιστωτικές μονάδες είναι επαρκώς καθορισμένα, η ποιότητα διασφαλίζεται, η συνεχής αξιολόγηση είναι επαρκής όπως και την θετική προοπτική στην διαχείριση του Προγράμματος. Σε συμμόρφωση με την παρατήρηση "Το Πρόγραμμα χρειάζεται αναθεώρηση ώστε να προστεθούν μαθήματα επιλογής, τουλάχιστον στα δυο τελευταία έτη σπουδών καθώς και στην ανάγκη προσθήκης της πρακτικής εξάσκησης ως μαθήματος επιλογής", έχουμε προβεί σε προσθήκες μαθημάτων επιλογής, στο 3<sup>ο</sup> και 4<sup>ο</sup> έτος του Προγράμματος, περιλαμβανομένης και της πρακτικής εξάσκησης<sup>3</sup> Οι προσθήκες μαθημάτων επιλογής ακολουθούν τις αρχές του Ευρωπαϊκού Χώρου Ανώτερης Εκπαίδευσης (ECTS User Guide), και πρότυπα Κυπριακών και άλλων Πανεπιστημίων. Έχουν προσαρμοσθεί με γνώμονα την ευελίξια, την περαιτέρω ανάπτυξη αυτονομίας και την άσκηση ευθύνης στις επιλογές μαθημάτων από τους φοιτητές, την πρόσθετη γνώση, καθώς και την βιωσιμότητα του Προγράμματος αλλά και του Ιδρύματος και Παραρτήματος γενικά. Λάβαμε επίσης υπόψη ότι το Μητρικό Ίδρυμα και το Παράρτημα Πάφου στο παρών στάδιο δεν διαθέτουν άλλους (πέραν των κλάδων δικαιόχρησης με το University of the West of England, Bristol) συμβατικούς κλάδους σπουδών ώστε κάποιες από τις επιλογές να προέρχονται από διδασκόμενα σε άλλα Προγράμματα, μαθήματα. **Με την μερική αυτή αναθεώρηση, το Πρόγραμμα εμπλουτίζεται και θεραπεύει πλήρως την αδυναμία που υποδείχθηκε από την Επιτροπή Εξωτερικής Αξιολόγησης.** Τα μαθήματα παρατίθενται ακολούθως σε Παράρτημα. Πιο συγκεκριμένα κατά την διάρκεια των τεσσάρων τελευταίων εξαμήνων, οι φοιτητές (πέραν των τριών υποχρεωτικών μαθημάτων ανά εξάμηνο) επιλέγουν συνολικά τέσσερα μαθήματα (47.5 ECTS = 30 ECTS), ένα ανά εξάμηνο, από το σύνολο των δώδεκα προσφερόμενων μαθημάτων επιλογής, τριών ανά εξάμηνο. Από τα δώδεκα μαθήματα επιλογής, τα οκτώ είναι καινούρια και τα τέσσερα ήσαν υποχρεωτικά μαθήματα (ένα ανά εξάμηνο) που προσφέρονται πλέον ως επιλογές. Οι διδάσκοντες που τοποθετούνται σε κάθε μάθημα, συμμετείχαν όλοι στην επί τόπου Εξωτερική Αξιολόγηση του Προγράμματος ενώ διαθέτουν την απαραίτητη εξειδίκευση προσόντων. Επισυνάπτονται τα μαθήματα επιλογής και οι περιγραφές τους, το συνολικό πρόγραμμα, οι διδάσκοντες και οι σχετικοί πίνακες όπως διαμορφώθηκαν μετά την προσθήκη μαθημάτων επιλογής.
2. Σημειώνουμε την κρίση της Επιτροπής ότι το διδακτικό έργο είναι επαρκώς σχεδιασμένο όπως και η διδασκαλία, ενώ το διδακτικό προσωπικό συνδυάζει καλές σπουδές και πρακτική εμπειρία ενώ ταυτόχρονα πληρούνται οι ορθές αναλογίες. Σε συμμόρφωση με την μοναδική παρατήρηση όσο αφορά στα κριτήρια για το Διδακτικό Προσωπικό (2<sup>ο</sup> σημείο προτάσεων της Επιτροπής Εξωτερικής Αξιολόγησης για βελτίωση του Προγράμματος), η Δρ. Γεωργία Χατζηχαραλάμπους (PhD "Decisions in Economics, Actuarial Sciences and Finance") η οποία ήδη συνεργάζεται με το Ίδρυμα στα πλαίσια του παρόντος Προγράμματος, θα διδάξει τα μαθήματα «Introduction to Microeconomics» και «Introduction to Macroeconomics» αντί του Γιώργου Σκλάβου, ο οποίος θα διδάξει το Μάθημα Επιλογής "Writing for Business Studies" μαζί με το πλήρους απασχόλησης μέλος ΔΕΠ Μαρία Αναστασίου. Επιθυμούμε εντούτοις να σημειώσουμε ότι είχαμε κρίνει ως επαρκή τον κ. Γιώργο Σκλάβο<sup>4</sup>, στέλεχος σήμερα της

<sup>3</sup> Περιγραφή Μαθήματος και Οδηγός Πρακτικής Εξάσκησης στα Παραρτήματα.

<sup>4</sup> EDUCATION 2003-2004 London School of Economics and Political Sciences (LSE) MSc Public Policy and Administration Degree Result: Merit Special Subject: Public Sector Economics 2000-2003 University College London (UCL) BSc Economics Degree Result: 2:1 1991-1998 The English School Nicosia 4 "A" Levels, 8 "O" Levels 2 • CARRIER PROGRESSION 2009: Ministry of Finance Cyprus - Head of Minister's Office. Supporting the Minister of Finance in all day to day issues. Most recent major areas of engagement include: Implementation of the MoU, restructuring of the banking sector, situation in Greece, Russian sanctions, preparation of economic developments reports and presentations. Participating in all Eurogroup/ECOFIN meetings. Accompanying the Minister on his official visits abroad. Participating in Economic and Financial Committees in Brussels, dealing with issues such as Banking Union, IMF related matters, European Semester. Responsible for briefing Ambassadors and Financial Counsellors accredited to Cyprus, on current economic situation, macroeconomic developments and other EU related economic issues. Providing international media with updates on economic developments in Cyprus and organising interviews with the Minister of Finance. Areas of engagement in the recent past included: Cyprus EU Presidency (coordinator and Ministry of Finance spokesman), banking sector issues before the bail in, public sector consolidation measures, tax issues. 2006 – 2009: Permanent Representation of Cyprus in EU – Financial Counsellor Representing the Republic of Cyprus (Ministry of Finance) in all Economic and Financial Working Groups and Committees. Major issues included, EU financial regulation and supervision directives (e.g. Drafting of CRD 4, UCITS, Solvency II), Cyprus entry into the euro-

Διοίκησης της Ελληνικής Τράπεζας, στηριζόμενοι στην επιστημονική (σύμβουλος τριών διαδοχικών υπουργών Οικονομικών διαφορετικών κυβερνήσεων , προεδρεύοντας σε Επιτροπή κατά την Προεδρία της Κύπρου στο Ευρωπαϊκό Συμβούλιο κ.α.) και επαγγελματική του επάρκεια, την σύνδεση του Προγράμματος με την αγορά εργασίας, λαμβάνοντας υπόψη τις πρόνοιες της νομοθεσίας και ότι τα προσόντα του ίσως να αποτελούν στοιχεία που επιβεβαιώνουν την εμπειρία και γνώση του.

3. Όσο αφορά στην εισήγηση για βελτίωση *“Πρέπει να αναπτυχθούν συνεργασίες με άλλα Πανεπιστήμια του εξωτερικού (πέραν του University of the West of England), με το οποίο το Ίδρυμα συνεργάζεται σε άλλο Πρόγραμμα όπως επίσης το Ίδρυμα να συμμετάσχει στο Πρόγραμμα Erasmus”* σημειώνουμε ότι συμφωνούμε προσθέτοντας τις εξής διευκρινήσεις-παρατηρήσεις:
  - I. Το ίδρυμα έχει εγκριθεί και διαθέτει το ERASMUS+ CHARTER 2020 (Reference269966-EPP-1-2015-1-CY-EPPKA3-ECHE-CY LARNACA03).  
Στην (<http://alexander.ac.cy/en/erasmus-policy-statement/>)η στρατηγική διεθνοποίησης που το ίδρυμα έχει δημοσιεύσει, η πλήρης ανάπτυξη συνεργασιών και ανταλλαγών στα πλαίσια του ERASMUS + συνιστά για εμάς εκ των ων ουκ άνευ προϋπόθεση. Το ίδρυμα έχει αναπτύξει στο παρών στάδιο τη δυνατότητα ERASMUS + placement και με την αναγνώριση του κλάδου θα προωθήσει και διευρύνει τις συνεργασίες του με άλλα Ιδρύματα.
  - II. Το υπό αξιολόγηση πρόγραμμα σπουδών στην Πάφο, δεν έχει λειτουργήσει ακόμα ώστε να προωθήσουμε με αποτελεσματικότητα διεθνείς συνεργασίες ενώ το αντίστοιχο αναγνωρισμένο πρόγραμμα σπουδών στο Μητρικό ίδρυμα στην Λάρνακα έχει μόλις ένα χρόνο ζωής (οι φοιτητές δεν δύνανται να συμμετέχουν σε προγράμματα ανταλλαγής από το 1<sup>ο</sup> έτος).
  - III. Επειδή μέχρι το 2015, το ίδρυμα ανέπτυξε κατά αποκλειστικότητα τη συνεργασία του με το Βρετανικό Πανεπιστήμιο University of the West of England, Bristol, δεν είχε τη δυνατότητα να πραγματοποιήσει αυτόνομες συνεργασίες με άλλα Ιδρύματα αφού δεν διέθετε, πλην των προγραμμάτων δικαιόχρησης, δικούς του αναγνωρισμένους κλάδους σπουδών. Με την αναγνώριση του κλάδου σπουδών BSc Business Administration and Finance στο μητρικό ίδρυμα (Νοέμβριος 2015), μπορεί πλέον αυτόνομα να εμπλουτίσει τις συνεργασίες του στα πλαίσια του Προγράμματος αυτού τόσο όσο αφορά σε φοιτητές όσο και στον τομέα του διδακτικού και διοικητικού προσωπικού. Το ίδιο θα ισχύσει και με την πιστοποίηση του κλάδου για το Παράρτημα Alexander College Πάφου και τον κλάδο BSc Business Administration and Finance και μελλοντικούς νέους κλάδους σπουδών.
  - IV. Το Alexander College διαθέτει διμερή συμφωνία ανταλλαγών με το University of the West of England, Bristol (την οποία και επισυνάπτουμε). Είναι η άποψη μας ότι τέτοιες σημαντικές συμφωνίες αποτελούν στέρεο υπόβαθρο για την επέκταση της στρατηγικής διεθνοποίησης του Ιδρύματος περιλαμβανομένου και του υπό αναφορά Προγράμματος. Επιπρόσθετα το ίδρυμα διαθέτει συνεργασίες με το Πανεπιστήμιο του KURSK, London College of Contemporary Art και οργανισμούς όπως το TQUK εξασφαλίζοντας μέσω ACCA εξαιρέσεις σε Μεταπτυχιακό Πρόγραμμα.
  - V. Τέλος ως προς την συμβατότητα του Προγράμματος Σπουδών με άλλα αντίστοιχα ακαδημαϊκά προγράμματα, πιστεύουμε ότι αυτή ενισχύεται με την προσθήκη δώδεκα προσφερόμενων μαθημάτων Επιλογής, περιλαμβανομένης της Πρακτικής Άσκησης. Αρκετά από τα μαθήματα επιλογής που προσφέρουμε, περιλαμβάνονται στα προγράμματα σπουδών δημόσιων και ιδιωτικών Πανεπιστημίων στην Κύπρο και σε κράτη της ΕΕ. Επιπρόσθετα, πέραν των μαθημάτων επιλογής, ο βασικός πυρήνας των υποχρεωτικών μαθημάτων προσφέρεται από άλλα αναγνωρισμένα εκπαιδευτικά ιδρύματα.

### 3. Επιπρόσθετα

1. Όσο αφορά στο σημείο 4.2.1 *“Υπάρχουν κατάλληλα βιβλία και έγκριτα περιοδικά που υποστηρίζουν το πρόγραμμα”* των δεικτών ποιότητας το οποίο βαθμολογείται με 2, έχουμε την άποψη ότι α) όλα τα

βασικά βιβλία βρίσκονται στη θέση τους και είναι καταγεγραμμένα στην βιβλιοθήκη (παρατίθεντο ένα προς ένα στην αίτηση) ενώ συμπληρώνονται από τα βιβλία συμπληρωματικής μελέτης β) στην αίτηση μας, έχει υποβληθεί με σαφήνεια και έχει υποδειχθεί κατά την διάρκεια της αξιολόγησης η χρήση της ηλεκτρονικής βιβλιοθήκης του University of the West of England, με δεκάδες χιλιάδες τίτλους και επιστημονικά περιοδικά στα οποία οι φοιτητές του Προγράμματος (και οι Ακαδημαϊκοί) έχουν δικαίωμα χρήσης. γ) Η αξιολόγηση του δείκτη 4.2.1. με τον βαθμό 2, πιθανώς να μην συνάδει με το αποτέλεσμα της αξιολόγησης στον δείκτη 1.1.4.2. “παρέχονται επαρκείς και σύγχρονοι μαθησιακοί πόροι στην βιβλιοθήκη” δ) Έχουμε την εντύπωση ότι δεν συνάδει επίσης με τις διαπιστώσεις της ίδιας της Επιτροπής στην σελ. 9 όπου σημειώνεται κατά λέξη ότι “η βιβλιοθήκη είναι σε καλό σημείο διαθέτει αρκετά βιβλία ενώ οι φοιτητές έχουν ηλεκτρονική πρόσβαση σε ηλεκτρονικά βιβλία και περιοδικά”.

2. Ανάλογα ζητήματα πιθανώς να προκύπτουν για τους δείκτες 1.1.4.3 και 4.2.4 οι οποίοι αξιολογούνται με τον βαθμό 3 (επάρκεια των υποδομών και ο εργαστηριακός και ηλεκτρονικός εξοπλισμός). Η βαθμολόγηση με 3 ίσως να μην συμβαδίζει απόλυτα με τα σχόλια της Επιτροπής στην σελίδα 12 (Θετικά στοιχεία του Προγράμματος) παράγραφοι 3, 6, 7 όπου και σημειώνονται τα εξής: “οι αίθουσες είναι άριστα εξοπλισμένες με προβολικά και υπάρχουσα συνδεσιμότητα για χρήση με ΗΥ, ενώ είναι κατάλληλες να εξυπηρετήσουν επαρκώς τον αριθμό των αναμενόμενων φοιτητών”... “Πολύ καλό σύγχρονο κτίριο με όλες τις κατάλληλες υποδομές που χρειάζεται ένα εκπαιδευτικό ίδρυμα”... “Σύγχρονες μέθοδοι εκπαίδευσης με κατάλληλο ηλεκτρονικό εξοπλισμό και ηλεκτρονική πλατφόρμα για να χρησιμοποιούν οι φοιτητές και οι διδάσκοντες”.
3. Σχετικά με τον δείκτη 1.3.2.2, “Δημοσιεύσεις στο γνωστικό αντικείμενο” και τους δείκτες της ενότητας 3.1 για λόγους ευκρίνειας πρέπει να σημειώσουμε τα εξής: Πέντε από τα μέλη ΔΕΠ (Δρ Γ. Κατσουρίδης, Δρ Γ. Χαραλάμπους, Δρ Μ. Ιωάννου, Γ. Ματθαίου, Δρ Γ. Χατζηχαραλάμπους), έχουν ηγηθεί ή συνδράμει ενεργά σε ερευνητικά προγράμματα και αιτήσεις που έλαβαν εξωτερική χρηματοδότηση ή υποστηρίχθηκαν από ερευνητικά προγράμματα της Ευρωπαϊκής Ένωσης. Δύο από αυτά τα μέλη ΔΕΠ ηγούνται ή συμμετείχαν επιστημονικά σε Ερευνητικές Μονάδες-Ινστιτούτων ( Ινστιτούτο Ερευνών Προμηθείας, PRIO Institute). Οκτώ μέλη ΔΕΠ έχουν δημοσιεύσεις σε διεθνή περιοδικά ή και εκδόσεις στο γνωστικό τους αντικείμενο ή και συμμετοχές σε επιστημονικά συνέδρια (βιογραφικά στην αίτηση, σελ. 212). Πρόσθετα, η συντονίστρια και άλλοι δύο διδάσκοντες στο Πρόγραμμα συμμετείχαν σε δύο έρευνες του Alexander Research Centre (Micro & Small Enterprise and Technology) οι οποίες έλαβαν εξωτερική χρηματοδότηση (Συνεργατική Κεντρική Τράπεζα, ΕΒΕΛ, ΠΟΒΕΚ, Δήμος Λάρνακας). Όσο αφορά στην Πολιτική Έρευνας (<http://alexander.ac.cy/en/research-policy/>) του Κολεγίου, ένα μέλος ΔΕΠ μπορεί να διεκδικήσει ετήσια για λόγους συμμετοχής σε διεθνές συνέδριο ποσό της τάξης των Ευρώ 750 και μέχρι Ευρώ 450 για αναλώσιμα ερευνητικής δραστηριότητας πέραν των έκτακτων κονδυλίων. Για τα δεδομένα βιωσιμότητας του Ιδρύματος, η πολιτική αυτή αποτελεί μια καλή βάση η οποία εμπλουτίζεται ανάλογα με τα πρότυπα καλών πρακτικών και τα αντικειμενικά δεδομένα και σύμφωνα με την μελλοντική αναθεώρηση της πολιτικής έρευνας το 2019. Αναμένουμε ότι η επίδραση της λειτουργίας του Ερευνητικού Κέντρου Alexander (που βρίσκεται στον δεύτερο χρόνο λειτουργίας) το οποίο επωμίζεται σημαντικό μέρος της ευθύνης για διάχυση και εδραίωση της ερευνητικής κουλτούρας και ενίσχυσης των ερευνητικών κινήτρων και επιτυχιών, θα είναι τέτοια που να αναπτύσσει στα πρώτα σημαντικά βήματα που έχουν εξάλλου επιβεβαιωθεί και από την Επιτροπή Εξωτερικής Αξιολόγησης<sup>5</sup>. Το Ερευνητικό Κέντρο έχει δικτυωθεί στην τοπική κοινωνία και στην τοπική αυτοδιοίκηση εξασφαλίζοντας στήριξη και κανάλια διοχέτευσης των ερευνητικών του έργων για παράδειγμα με τον Δήμο Λάρνακας, ο οποίος εξάλλου έχει επιχορηγήσει μέρος από δύο έρευνες. Το ίδιο ισχύει και για φορείς όπως το Εμπορικό και Βιομηχανικό Επιμελητήριο Λάρνακας, την Γενική Συνομοσπονδία Παγκυπρίων Οργανώσεων Βιοτεχνών Επαγγελματιών Καταστηματάρχων και την Συνεργατική Κεντρική Τράπεζα, οντότητες με τις οποίες συνεργαζόμαστε και έχουν επιχορηγήσει έρευνες μας. Όσο αφορά στην προσέλευση Επισκεπτών Καθηγητών, η πολιτική του Μητρικού Ιδρύματος είναι τέτοια που μπορεί να διαβεβαιώσει ότι Επισκέπτες Καθηγητές εγνωσμένου κύρους θα προσελκύνονται στο υπό αξιολόγηση πρόγραμμα με την αναγνώριση και ασφαλώς την ωρίμανση του. Το Alexander College δέχεται ή συνεργάστηκε με Επισκέπτες Καθηγητές όπως Prof. Alex Gilkison (ex Pro Vice-Chancellor and Executive Dean of the Faculty of Arts, Creative Industries and Education, UWE-Bristol), Prof. Caroline Jones (University of Warwick), Dr. Marshall Hughes

<sup>5</sup> «Η ίδρυση ερευνητικού κέντρου αποτελεί μία σημαντική πρωτοβουλία που θα αναβαθμίσει την ποιότητα των διδασκόντων και των σπουδών και θα βοηθήσει την ερευνητική δραστηριότητα». σελ 33 έκθεση Επιτροπής Εξωτερικής Αξιολόγησης.

formerly, Vice Principal at Sha Tin College (one of the ESF's more prestigious schools in Hong Kong) and an IB Diploma Examiner, Professor Richard Parnaby former President of the Royal Society of Architects in Wales και πολλούς άλλους.

4. Τέλος, όσο αφορά στον δείκτη 4.3.3 και τις αμοιβές του προσωπικού, είμαστε της άποψης ότι με το ξεπέρασμα της γενικής οικονομικής κρίσης στην Κύπρο, οι αμοιβές μπορούν να υποστηριχθούν περαιτέρω σε κάποιες περιπτώσεις ενώ οι βαθμίδες των μελών ΔΕΠ εκσυγχρονίζονται και τυγχάνουν απόλυτου σεβασμού. Σημειώνουμε επίσης την άποψη μας ότι οι αμοιβές στο Alexander College, συγκρίνονται, χρησιμοποιώντας αντικειμενικά κριτήρια, με τις αμοιβές στη συντριπτική πλειοψηφία όχι μόνο των Κολεγίων αλλά και Πανεπιστημίων.

Με εκτίμηση,

Άντης Λόππας

Διευθυντής



## **Αναθεώρηση Προγράμματος με την Προσθήκη Μαθημάτων Επιλογής**

### **Περιεχόμενα**

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**E. TABLE 1: STRUCTURE OF THE PROGRAM OF STUDY**

<b>PROGRAM REQUIREMENTS</b>	<b>ECTS</b>
Compulsory courses	195
Elective courses (α) Courses of specialization (β) General Education courses / Free Electives	30
Undergraduate / Postgraduate Assignment	15
Practical training	7.5 (included in electives)
<b>Total ECTS</b>	<b>240</b>

**TABLE 2: COURSE DISTRIBUTION PER SEMESTER**

<b>A/A</b>	<b>Course Type</b>	<b>Course Name</b>	<b>Course Code</b>	<b>Periods per week</b>	<b>Period duration</b>	<b>Number of weeks/ Academic semester</b>	<b>Total periods/ Academic semester</b>	<b>Number of ECTS</b>
<b>A Semester</b>								
1.	<b>COMP</b>	<b>Introduction to Business</b>	<b>BF11</b>	4	60	15	60	7.5
2.	<b>COMP</b>	<b>Introduction to Financial Accounting</b>	<b>BF12</b>	4	60	15	60	7.5
3.	<b>COMP</b>	<b>Basic Algebra</b>	<b>BF13</b>	4	60	15	60	7.5
4.	<b>COMP</b>	<b>Business English</b>	<b>BF14</b>	4	60	15	60	7.5
<b>B Semester</b>								
5.	<b>COMP</b>	<b>Introduction to Microeconomics</b>	<b>BF21</b>	4	60	15	60	7.5
6.	<b>COMP</b>	<b>Introduction to Marketing</b>	<b>BF22</b>	4	60	15	60	7.5
7.	<b>COMP</b>	<b>Organisation Behaviour</b>	<b>BF23</b>	4	60	15	60	7.5
8.	<b>COMP</b>	<b>Information Systems Technology</b>	<b>BF24</b>	4	60	15	60	7.5



<b>A/A</b>	<b>Course Type</b>	<b>Course Name</b>	<b>Course Code</b>	<b>Periods per week</b>	<b>Period duration</b>	<b>Number of weeks/ Academic semester</b>	<b>Total periods/ Academic semester</b>	<b>Number of ECTS</b>
<b>C Semester</b>								
9.	<b>COMP</b>	<b>Introduction to the Internet and E-Business</b>	<b>BF31</b>	4	60	15	60	7.5
10.	<b>COMP</b>	<b>Introduction to Macroeconomics</b>	<b>BF32</b>	4	60	15	60	7.5
11.	<b>COMP</b>	<b>Managerial Accounting</b>	<b>BF33</b>	4	60	15	60	7.5
12.	<b>COMP</b>	<b>Introduction to Business Finance</b>	<b>BF34</b>	4	60	15	60	7.5
<b>D Semester</b>								
13.	<b>COMP</b>	<b>Operations Management</b>	<b>BF41</b>	4	60	15	60	7.5
14.	<b>COMP</b>	<b>Business Law</b>	<b>BF42</b>	4	60	15	60	7.5
15.	<b>COMP</b>	<b>Marketing Intelligence and Consumer Behaviour</b>	<b>BF43</b>	4	60	15	60	7.5
16.	<b>COMP</b>	<b>The EU Environment</b>	<b>BF44</b>	4	60	15	60	7.5

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS
<b>E Semester</b>								
17.	<b>ELECTIVE</b>	<b>ELECTIVE</b>		4	60	15	60	7.5
18.	<b>COMP</b>	<b>Project Management</b>	<b>BF52</b>	4	60	15	60	7.5
19.	<b>COMP</b>	<b>Managing Financial Decisions and Resources</b>	<b>BF53</b>	4	60	15	60	7.5
20.	<b>COMP</b>	<b>Taxation</b>	<b>BF54</b>	4	60	15	60	7.5
<b>F Semester</b>								
21.	<b>COMP</b>	<b>Small Business Enterprise</b>	<b>BF61</b>	4	60	15	60	7.5
22.	<b>COMP</b>	<b>Financial Reporting</b>	<b>BF62</b>	4	60	15	60	7.5
23.	<b>ELECTIVE</b>	<b>ELECTIVE</b>		4	60	15	60	7.5
24.	<b>COMP</b>	<b>Human Resource Management</b>	<b>BF64</b>	4	60	15	60	7.5

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS
<b>G Semester</b>								
	<b>COMP</b>	<b>Business Ethics</b>	<b>BF71</b>	4	60	15	60	7.5
25.	<b>COMP</b>	<b>Research Methods</b>	<b>BF72</b>	4	60	15	60	7.5
26.	<b>ELECTIVE</b>	<b>ELECTIVE</b>		4	60	15	60	7.5
27.	<b>COMP</b>	<b>Research Project</b>	<b>BF74</b>	1	60	15	60	15
<b>H Semester</b>								
28.	<b>COMP</b>	<b>Research Project</b>	<b>BF74</b>	1	60	15	60	15
29.	<b>COMP</b>	<b>Business Strategy</b>	<b>BF81</b>	4	60	15	60	7.5
30.	<b>ELECTIVE</b>	<b>ELECTIVE</b>		4	60	15	60	7.5
31.	<b>COMP</b>	<b>Financial Systems and Auditing</b>	<b>BF83</b>	4	60	15	60	7.5

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

	Name and Surname	Discipline / Specialization	Teaching courses in the program of study under evaluation (Bachelor of Business Administration)		
			Code	Course title	Periods/ week
1.	Anna Chrysaphi	Entrepreneurial Studies - Marketing	BF11	Introduction to Business	4
			BF22	Introduction to Marketing	4
			BF43	Marketing Intelligence and Consumer Behaviour	4
			BF61	Small Business Enterprise	4
			<b>BFE361</b>	<b>Practical training</b>	
2.	Eftychia Pitsillou	Accounting and Finance	BF12	Introduction to Financial Accounting	4
			BF33	Managerial Accounting	4
			BF53	Managing Financial Decisions and Resources	4
			BF62	Financial Reporting	4
			<b>BFE473</b>	<b>Accounting For Managers</b>	4
3.	Dr Georgia Hadjicharalambous	Economics Actuarial Sciences and Finance	BF13	Basic Algebra	4
			BF21	Introduction to Microeconomics	4
			BF32	Introduction to Macroeconomics	4
4.	Maria Anastasiou (with George Sklavos)	English Literature	BF14	Business English	4
			<b>BFE351</b>	<b>Writing for Business Studies</b>	4

5.	George Sklavos (with Maria Anastasiou)	Public Policy&Economics	BFE351	<b>Writing for Business Studies</b>	4
6.	Dr Michael Savva	Strategic Management	BF23 BF64	Organisational Behaviour Human Resource Management	4 4
7.	George Matheou	Computer Studies	BF24 BF31	Information Systems Technology Introduction to the Internet and E-Business	4 4
8.	Demetris Philippides	Accounting and Finance	BF34 BF54 BF83 BFE483 BFE353	Introduction to Business Finance Taxation Financial Systems and Auditing <b>International Financial Management</b> <b>Intermediate Accounting</b>	4 4 4 4 4
9.	Asimina Christodoulou	Operations Management	BF41 BFE471	Operations Management <b>Retail and Service Management**</b>	4 4
10.	Afroditi Charalambides	Law	BF42	Business Law	4
11.	Dr Giorgos Charalambous	Politics - European Public Policy	BF44	The EU Environment	4
12.	Evaggelos Evaggelou	Computer- Business Management	BFE352	<b>E-Business: Marketing**</b>	4
13.	Usama Alabed	Engineering – Project Management	BF52 BFE482	Project Management <b>Quality Management**</b>	4 4

14.	Nicodemos Loizou	Civil Engineering&Management	BFE363	<b>Environmental Management**</b>	4
15.	Dr Adonis Frangescou	Continental Philosophy	BF71	Business Ethics	4
16.	Dr Marios Ioannou	Education - Mathematics	BF72 BFE362	Research Methods <b>Mathematics for Economics</b>	4 4
17.	Dr Nicos Karfakis	Management	BF74 BF74 BFE472	Research Project (I) Research Project (II) <b>Managing Organizational and Individual Change</b>	1 1 4
18.	Dr Yiannos Katsourides	Political Science and Management	BF81	Business Strategy	4
19.	George Koumbaris	Business Administration	BFE481	<b>Selected Topics in Business Administration</b>	4

\*Τα Μαθήματα με έντονα γράμματα είναι Μαθήματα Επιλογής

\*\*Τα τέσσερα αυτά μαθήματα προσφέρονται ως επιλογή ενώ προηγουμένως ήσαν υποχρεωτικά

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

	<b>Name and Surname</b>	<b>Qualifications</b>	<b>Rank*</b>	<b>FT/PT**</b>	<b>Program of Study</b>	<b>Periods / week</b>	<b>Total periods /week</b>
1.	Anna Chrysaphi	Chartered Institute of Marketing (Dip) MSc in Entrepreneurial Studies BA in Business Administration	L	FT	BSc Business Administration and Finance	16	16
2.	Eftychia Pitsillou	MSC International Finance and Capital Markets Dip Accounting and Finance BA Accounting and Finance	L	FT	BA Business Management BSc Business Administration and Finance	16	22
3.	Georgia Hadjicharalambous	PhD in Decisions in Economics, Actuarial Sciences and Finance MSc in Stachastics in Molecular Biology and Genetics MSc in Operations Research Statistics BSc in Mathematics	L	PT	BSc Business Administration and Finance	12	12
4.	Maria Anastasiou	BA in English Literature	L	FT	BSc Business Administration and Finance	4	4
5.	George Sklavos	MSc Public Policy and Administration BSc Economics	L	PT	BSc Business Administration and Finance	4	4
6.	Michael Savva	PhD. Feb Strategies used by managers and students in coping with pressure MA A Comparative study of Cognitive Styles M.Ed. Research into Basil Bernstein's work on Language and Culture BA Psychology, Sociology and Philosophy Diploma in Management	L	PT	BSc Business Administration and Finance	8	8

		Studies and stress					
7.	George Matheou	PhD Candidate M.Sc. in Computer Science BSc in Computer Science	L	PT	BSc Business Administration and Finance	6	6
8.	Demetris Philippides	Certified Internal Auditor Chartered Certified Accountant MSc International Business Management/Trade/Commerce BSc Business Administration and Management	L	FT	BSc Business Administration and Finance	20	20
9.	Asimina Christodoulou	MSc in Operations Management BSc in Economics	L	FT	BA Business Management BSc Business Administration and Finance	3 8	11
10.	Afroditi Charalambides	Master of Law in International Commercial Law LLB Higher education degree	L	PT	BSc Business Administration and Finance	4	4
11.	Dr Giorgos Charalambous	PhD in Politics MSc in European Public Policy BA in Government and Economic Studies	Vis. P	PT	BSc Business Administration and Finance	4	4
12.	Evangelos Evangelou	MSc Business Management BSc Computer Science	L	FT	BSc Business Administration and Finance	6	6
13.	Dr Adonis Frangeskou	PhD in Continental Philosophy Postgraduate Certificate in Research Methods MA in International Relations Star til Laudabilis (Grade: A) in Legal Philosophy BA Hons (First Class) in Sociology	Vis. P	PT	BSc Business Administration and Finance	4	4
14.	Dr Nicos Karfakis	PhD in Management MSc Management BA Business Economics	L	FT	BA Business Management BSc Business Administration and Finance	9 6	15



15.	Dr Yiannos Katsourides	PhD in Political Science Master in Business Administration BSc in Public and Business Administration	Vis. P	PT	BSc Business Administration and Finance	4	4
16.	Usama Alabed	PhD candidate MSc IN ENGINEERING PROJECTS MANAGEMENT BSc IN CIVIL ENGINEERING	L	F T	BSc Business Administration and Finance	8	8
17.	Dr Marios Ioannou	PhD in Mathematics in Education MSc in Education BSc Mathematics	L	FT	MA in Education BA Business Management BSc in Business Administration and Finance	3 3 8	14
18.	Nicodemos Loizou	MSc in Business Management MSc in Civil Engineering Post. Dipl. in Civil Engineering BSc in Landscape Architecture Minor Degree in Urban Planning	L	FT	BSc Business Administration and Finance	4	4
19.	George Koumbaris	BSc Accounting & Finance MBA MA European Community Law BSc Financial Services	L	FT	Foundation Business Administration and Finance (Paphos)	10 4	14

\* 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)

**ANNEX 1 – LIST OF COMPULSORY COURSES AND ELECTIVE COURSES**

<b>A/A</b>	<b>Course Type</b>	<b>Course Name</b>	<b>Course Code</b>
<b>A Semester</b>			
1	COMP	Introduction to Business	<b>BF11</b>
2	COMP	Introduction to Financial Accounting	<b>BF12</b>
3	COMP	Basic Algebra	<b>BF13</b>
4	COMP	Business English	<b>BF14</b>
<b>B Semester</b>			
5	COMP	Introduction to Microeconomics	<b>BF21</b>
6	COMP	Introduction to Marketing	<b>BF22</b>
7	COMP	Organisation Behaviour	<b>BF23</b>
8	COMP	Information Systems Technology	<b>BF24</b>
<b>A/A</b>	<b>Course Type</b>	<b>Course Name</b>	<b>Course Code</b>
<b>C Semester</b>			
9	COMP	Introduction to the Internet and E-Business	<b>BF31</b>
10	COMP	Introduction to Macroeconomics	<b>BF32</b>
11	COMP	Managerial Accounting	<b>BF33</b>
12	COMP	Introduction to Business Finance	<b>BF34</b>
<b>D Semester</b>			
13	COMP	BF41: Operations Management	<b>BF41</b>
14	COMP	BF42: Business Law	<b>BF42</b>
15	COMP	BF43: Marketing Intelligence and Consumer Behaviour	<b>BF43</b>
16	COMP	BF44: The EU Environment	<b>BF44</b>
<b>A/A</b>	<b>Course Type</b>	<b>Course Name</b>	<b>Course Code</b>
<b>E Semester</b>			
17	<b>ELECT</b>	<b>Elective</b>	
18	COMP	Project Management	<b>BF52</b>
19	COMP	Managing Financial Decisions and Resources	<b>BF53</b>

20	COMP	Taxation	<b>BF54</b>
<b>F Semester</b>			
21	COMP	Small Business Enterprise	<b>BF61</b>
22	COMP	Financial Reporting	<b>BF62</b>
23	<b>ELECT</b>	<b>Elective</b>	
24	COMP	Human Resource Management	<b>BF64</b>
<b>A/A</b>	<b>Course Type</b>	<b>Course Name</b>	<b>Course Code</b>
<b>G Semester</b>			
25	COMP	Business Ethics	<b>BF71</b>
26	COMP	Research Methods	<b>BF72</b>
27	<b>ELECT</b>	<b>Elective</b>	
28	COMP	Research Project	<b>BF74</b>
<b>H Semester</b>			
29	COMP	Business Strategy	<b>BF81</b>
30	<b>ELECT</b>	<b>Elective</b>	
31	COMP	Financial Systems and Auditing	<b>BF83</b>
32	COMP	Research Project	<b>BF74</b>

**LIST OF ELECTIVE COURSES**

<b>A/A</b>	<b>Course Type</b>	<b>Course Name</b>	<b>Course Code</b>	<b>Year/Sem</b>
1	<b>ELECT</b>	Intermediate Accounting	BFE353	3/5
2	<b>ELECT</b>	Writing for Business Studies	BFE351	3/5
3	<b>ELECT</b>	E-Business: Marketing	BFE352	3/5
4	<b>ELECT</b>	Environmental Management	BFE363	3/6
5	<b>ELECT</b>	Mathematics for Economics	BFE362	3/6
6	<b>ELECT</b>	Practical training	BFE361	3/6
7	<b>ELECT</b>	Retail and Service Management	BFE471	4/7
8	<b>ELECT</b>	Managing Organizational and Individual Change	BFE472	4/7
9	<b>ELECT</b>	Accounting For Managers	BFE473	4/7
10	<b>ELECT</b>	Selected Topics in Business Administration	BFE481	4/8
11	<b>ELECT</b>	Quality Management	BFE482	4/8
12	<b>ELECT</b>	International Financial Management	BFE483	4/8

## COURSES DESCRIPTION

Course Title	<b>Practical training</b>				
Course Code	<b>BFE361</b>				
Course Type	<b>ELECTIVE</b>				
Level	1 <sup>st</sup> cycle				
Year / Semester	3 <sup>rd</sup> YEAR/SEM 6				
Teacher's Name	Anna Chrysaphi				
ECTS	7.5	Lectures / week	N/A	Laboratories / week	N/A
Course Purpose and Objectives	Training in real business conditions may grant students with experience and offer the opportunity to envisage solutions to real problems, interact with management structures in a real organization, groups and systems within their future environment. Moreover, students observe or undertake tasks within a business framework. This course combines taught theory and practice				
Learning Outcomes	<p>Upon completion of practical training students:</p> <ul style="list-style-type: none"> <li>• Will be able to evaluate in practice academic theory in an applied environment</li> <li>• Gain expertise in approved companies and organizations</li> <li>• Develop their personal network that could help them in their future career</li> <li>• Acquire particular knowledge at a real setting</li> <li>• Reflect on the functions of a firm</li> </ul>				
Prerequisites	N/A	Required	N/A		
Course Content	Two months of Placement, discussions through internet, telephone, face to face, reporting, meetings, assignment.				
Teaching Methodology	Placement 360hrs Consultation: 15 hours				
Bibliography	Evaluating Training Programs by Donald L. Kirkpatrick and James D. Kirkpatrick Published by Berrett-Koehler Publishers				
Assessment	Company Supervisor Assessment of Internship Course Instructor Evaluation Student Self-evaluations of Internship:				
Language	English				

Course Title	<b>Writing for Business Studies</b>				
Course Code	<b>BFE351</b>				
Course Type	<b>ELECTIVE</b>				
Level	1 <sup>ST</sup> CYCLE				
Year / Semester	3 <sup>RD</sup> YEAR/ SEM 5				
Teacher's Name	George Sklavos/Maria Anastasiou				
ECTS	7.5	Lectures / week	4 hrs per week	Laboratories / week	N/A
Course Purpose and Objectives	The aim of the course is to familiarize students with academic and professional writing skills necessary. Emphasis is placed on business topics and situations to meet needs of the business school curriculum and skill set development for futures studies or employment.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate the ability to use Business English at an advanced level.</li> <li>• Apply the steps of the writing process to generate ideas, focus, support, draft, revise, edit and present one's writing.</li> <li>• Use a thesis statement, topic sentences and specific support for the academic essay and other forms of business rhetoric; write effective introductions and conclusions.</li> <li>• Recognize and use various patterns (rhetorical modes) and evaluate one's writing for unity, coherence and support.</li> <li>• Apply the writing process to the development of a research paper on a business topic; summarizing, paraphrasing, quoting and documenting sources.</li> <li>• Conduct primary and secondary qualitative research relevant to topic; integrate appropriate sources using the HARVARD referencing style.</li> </ul>				
Prerequisites	N/A	Required	N/A		
Course Content	<p>Essay Writing- Students become acquainted with the proper form and steps for presenting their ideas and are introduced to methods of analysis.</p> <p>Conducting Research and Documenting Sources Students learn to critically investigate and incorporate a variety of research sources including using the library's electronic databases.</p> <p>Writing for Research: Students are introduced to research paper writing on business related topics. They are required to submit a research paper which must be based on thorough collection of data relating to their topic as well as on careful documentation of their sources.</p>				
Teaching Methodology	<ul style="list-style-type: none"> <li>• Lectures: 40 hours</li> <li>• Group Discussion: 15 hours</li> <li>• In Class Exercises: 3 hours</li> <li>• Business Games/ Case Studies: 2 hours</li> <li>• Student self-initiated study: 85 hours</li> </ul>				

	<ul style="list-style-type: none"> <li>• Tutorials: 5 hours</li> <li>• Total Notional Time: 150 hours</li> </ul>
Bibliography	<p><b>Essential Reading</b></p> <p>Academic Research and Writing: Inquiry and Argument in College Linda Bergmann, Purdue University ©2010   Pearson</p> <p><b>Recommended Reading</b></p> <p>What Is Successful Writing? An Investigation Into the Multiple Ways Writers Can Write Successful Essays DOI: 10.1177/0741088314526354 Written Communication 2014 31: 184 Scott A. Crossley, Rod Roscoe and Danielle S. McNamara Writers Can Write Successful Essays W</p>
Assessment	<p>Final Examination Essay Writing Participation</p>
Language	<p>English</p>

Course Title	<b>E-Business: Marketing</b>				
Course Code	<b>BFE352</b>				
Course Type	<b>COMPULSORY</b>				
Level	1st cycle/BSc				
Year / Semester	3 <sup>RD</sup> YEAR/ SEM 5				
Teacher's Name	Evaggelos Evaggelou				
ECTS	7.5	Lectures / week	4 hrs per week	Laboratories / week	2 hours of laboratory every 2 weeks
Course Purpose and Objectives	The course's purpose is to offer a critical analysis and evaluation of theories and models of Marketing and Business Administration in general so as to be used as a tool basis for designing, developing and implementing electronic marketing and create an electronic business strategy.				
Learning Outcomes	<p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> <li>• Create an electronic business strategy for developing electronic business growth to acquire and sustain competitive advantage in a dynamic real world environment.</li> <li>• Critically appraise strengths and weaknesses of models that drive electronic businesses.</li> <li>• Demonstrate through actual practice the capacity to manage threats and vulnerabilities of web based businesses that can lead to disruption of service and consequently losses.</li> <li>• Develop a marketing rationale that would drive digital business growth through different time periods.</li> <li>• Differentiate between technical capacity and critical service provision based on content of goods and services provided by the business.</li> <li>• Successfully develop plans by which customers of web businesses can attain fulfilment through their interactions and in the process contribute to stickiness of clientele of an electronic business.</li> <li>• Explain strategic and organisational implications of eBusiness.</li> <li>• Reflect critically on the implications that ecommerce has for business organisations and for society at large.</li> </ul>				
Prerequisites	N/A		Required	N/A	
Course Content	<p>The module is structured around four sections:</p> <p>Part 1 – Overview of electronic business</p> <ul style="list-style-type: none"> <li>• Generic structures in ebusinesses</li> <li>• Role of intermediation</li> <li>• Channels in ecommerce</li> <li>• Nature of gift culture and use of free resources</li> <li>• Fulfilment, logistics and supply chain services</li> <li>• Trends in clicks and mortar businesses</li> </ul>				



	<p>Part 2 – Digital business models</p> <ul style="list-style-type: none"> <li>• Nature and types of models that drive ebusinesses</li> <li>• Strategies that enable growth and value creation</li> <li>• B2C strategies B2B strategies e-auctions</li> <li>• Metrics to assess performance</li> </ul> <p>Part 3 – Electronic market drivers to acquire and sustain competitive advantage</p> <ul style="list-style-type: none"> <li>• Nature of electronic markets, costing structures</li> <li>• Internet consumers, eservices and market research</li> <li>• Role of CRM in electronic businesses</li> <li>• Implications of Free and Open Source Software use in ecommerce</li> <li>• Service industry dependence on electronic platforms</li> <li>• Content management, online publishing and knowledge dissemination</li> <li>• Security within ecommerce</li> <li>• Nature of tools to develop and implement ecommerce for clicks and mortar businesses Business process outsourcing</li> </ul> <p>Part 4 – Public Policy</p> <ul style="list-style-type: none"> <li>• Implementing e-government</li> <li>• Influence of private sector on public sector service delivery</li> <li>• Information society – social exclusion</li> <li>• Legal Issues: Intellectual Property &amp; the Internet</li> </ul> <p>Social Issues: the Digital Divide, Privacy &amp; Content Blocking</p>
Teaching Methodology	<p>Lectures: 30 hours  Labs: 10 hours  Group Discussion: 15 hours  In Class Exercises: 3 hours  Business Games/ Case Studies: 2 hours  Student self-initiated study: 85 hours  Tutorials: 5 hours  Total Notional Time: 150 hours</p>
Bibliography	<p><b>Essential Reading</b></p> <p>Laudon, K.C. &amp; Traver, C.G. (2011). <i>E-commerce 2011: Business, Technology, Society</i>, Pearson</p> <p><b>Recommended Reading</b></p> <p>Turban, E., King, D., Lang, J. (2011) <i>Introduction to Electronic Commerce</i>, Pearson</p> <p><b>The impact of E-marketing use on small business enterprises' marketing success</b></p> <p>Riyad Eid and Hatem El-Gohary <a href="#">The Service Industries Journal</a> Vol. 33 , Iss. 1,2013</p>
Assessment	<p>Final Written Exam</p> <p>Participation</p>
Language	<p>English</p>

Course Title	<b>Mathematics for Economics</b>				
Course Code	<b>BFE362</b>				
Course Type	<b>ELECTIVE</b>				
Level	<b>1<sup>st</sup> cycle</b>				
Year / Semester	3 <sup>RD</sup> YEAR/ SEM 6				
Teacher's Name	Marios Ioannou				
ECTS	7.5	Lectures / week	N/A	Laboratories / week	N/A
Course Purpose and Objectives	The purpose of this course is to enable and advance students to the use of mathematical tools to explain economic concepts by applying calculus and matrix to economic problems, both static and in context. It exposes students of the use of basic mathematical models in analyzing economics problems				
Learning Outcomes	<p>Upon completion of this course, students will be able to:</p> <ul style="list-style-type: none"> <li>• Understand matrix algebra</li> <li>• Comprehend why differential and integral calculus are necessary mathematical methods</li> <li>• Acquire the knowledge on how to conduct both static and comparative analysis</li> <li>• Gain the skills to solve optimization problems by calculus and mathematical programming.</li> <li>• Evaluate and apply mathematical methods in making economic decision</li> </ul>				
Prerequisites	BF13, BF21, BF32	Required	N/A		
Course Content	<ul style="list-style-type: none"> <li>• Introduction to Mathematical Economics Model, Set and functions</li> <li>• Partial Market Equilibrium &amp; General Market Equilibrium Concepts</li> <li>• Matrix Algebra &amp; Applications</li> <li>• The concept of Limit and Derivative</li> <li>• Rules of Differentiation and their use in Comparative Statics</li> <li>• Total Differentials and Total Derivatives</li> <li>• Optimizations: First and Second order conditions</li> <li>• Exponential and Logarithmic Functions</li> <li>• Optimization with more than one choice variables</li> <li>• Optimization with Equality Constraints</li> </ul>				
Teaching Methodology	<p>Lectures: 40 hours  Group Discussion: 15 hours  In Class Exercises: 3 hours  Business Games/ Case Studies: 2 hours  Student self-initiated study: 85 hours  Tutorials: 5 hours  Total Notional Time: 150 hours</p>				
Bibliography	<p><b>Essential Reading</b></p> <p>Ernest F. Haeussler, Richard S. Paul and Richard J. Wood: INTRODUCTORY MATHEMATICAL ANALYSIS FOR BUSINESS, ECONOMICS AND THE LIFE AND</p>				

	SOCIAL SCIENCES , Prentice Hall, 12th Edition <b>Recommended Reading</b> Ian Jacques : MATHEMATICS FOR ECONOMICS AND BUSINESS,Prentice Hall
Assessment	Final Examination Assignments Participation
Language	English

Course Title	<b>Intermediate Accounting</b>				
Course Code	<b>BFE353</b>				
Course Type	<b>ELECTIVE</b>				
Level	1st cycle/BSc				
Year / Semester	3 <sup>RD</sup> YEAR/ SEM 5				
Teacher's Name	Eftychia Pitsillou				
ECTS	7.5	Lectures / week	4 hrs per week	Laboratories / week	N/A
Course Purpose and Objectives	This module covers the financial accounting and reporting required of companies following the International Accounting Standards Board. It covers the study of accounting principles and procedures essential to the preparation of financial statements with particular emphasis on the corporate form.				
Learning Outcomes	<p>On completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• Explain the purpose, form and requirements of accounting standards covering a variety of aspects of financial reporting, such as tangible and intangible assets, taxation, group accounts and business combinations</li> <li>• Demonstrate understanding and apply the principles and Advanced aspects of Financial Accounting</li> <li>• Explain limited companies; share capital; Prepare final accounts on limited companies, including cash flows.</li> <li>• Prepare accounts on partnerships.</li> <li>• Understand and being able to handle prepayments and accruals; accounting errors and incomplete records;</li> <li>• Able to interpret financial statements, identify problems and define solutions on given scenarios.</li> </ul>				
Prerequisites	N/A	Required	N/A		
Course Content	<p>In continuation of Financial Accounting this module will:</p> <ul style="list-style-type: none"> <li>• Introduce students to the regulation of accounting and international financial reporting standards</li> <li>• Form and content of limited company accounting statement, published accounting statements: Income Statement, Statement of Financial Position, Statement of Cash flows, other legal requirements</li> <li>• Specific international accounting standards: such as property, plant and equipment, intangible assets, taxation, accounting for business combinations</li> <li>• Interpretation of financial statements</li> <li>• Current developments</li> </ul>				
Teaching Methodology	Lectures: 40 hours				

	<p>Group Discussion: 15 hours</p> <p>In Class Exercises: 3 hours</p> <p>Business Games/ Case Studies: 2 hours</p> <p>Student self-initiated study: 85 hours</p> <p>Tutorials: 5 hours</p> <p>Total Notional Time: 150 hours</p>
Bibliography	<p><b>Essential Reading</b></p> <p>Maynard, J., <a href="#"><i>Financial Accounting, Reporting and Analysis</i></a>, Oxford University Press, 2013</p> <p>Kieso, Donald E., Weygand, Jerry J., and Warfield, Terry D. <u>Intermediate Accounting</u> 15th Edition. John Wiley &amp; Sons</p> <p><b>Recommended Reading</b></p> <p>Collins, B and McKeith, J., <a href="#"><i>Financial accounting and reporting</i></a>, McGraw Hill, 2010.</p> <p>Elliott , B. and Elliott , J., <a href="#"><i>Financial accounting and reporting</i></a>, 13th Edition, FT Prentice Hall, 2009.</p>
Assessment	<p>Final Written Exam</p> <p>Coursework</p> <p>Participation</p>
Language	English

Course Title	<b>Selected Topics in Business Administration</b>				
Course Code	<b>BFE481</b>				
Course Type	<b>ELECTIVE</b>				
Level	1st cycle				
Year / Semester	4 <sup>TH</sup> YEAR/ SEM 8				
Teacher's Name	George Koumbaris				
ECTS	7.5	Lectures / week	N/A	Laboratories / week	N/A
Course Purpose and Objectives	This module gives the possibility to deal with contemporary, timely topics and problems, which are not part of the regular program or to deepen topics and understanding of problems discussed in the regular program. Different subjects will be deepened, eventually also through guest lecturers. It is envisioned that projects will be identified with local industry and teams of students will be offered guidance and supervision to work on problems of their interest.				
Learning Outcomes	<p>Upon completion students</p> <ul style="list-style-type: none"> <li>• Gain elements of an enhanced ability to deal with contemporary business issues</li> <li>• Develop their understanding and skills of how to work scientifically</li> <li>• Develop the ability to critically evaluate scholarly articles</li> <li>• Apply relative knowledge gained to complex problems</li> <li>• Appreciate useful practical and intellectual insights from experts on contemporary issues</li> <li>• Develop skills to work within a group</li> </ul>				
Prerequisites	N/A	Required	N/A		
Course Content	Discussion and seminars will include contemporary issues such as economic crisis and impacts, best practices in adapting to the new financial and economic environment, authoritative presentations of research studies on Micro and Small Businesses etc. Content is not rigid but adaptable to continuous changes in order to fit topical issues of interest of the faculty, the industry and of students.				
Teaching Methodology	Lectures/ Seminars 40 On site visits Group Discussion and Presentations Business Games/ Case Studies: 2 hours Student self-initiated study: 85 hours Tutorials: 5 hours Total Notional Time: 150 hours				
Bibliography	Scholarly articles on contemporary issues  Journals				
Assessment	Presentation  Project				

	Participation
Language	English

Course Title	<b>Managing Organizational and Individual Change</b>			
Course Code	<b>BFE472</b>			
Course Type	<b>ELECTIVE</b>			
Level	1st cycle/BSc			
Year / Semester	4 <sup>TH</sup> YEAR/ SEM 7			
Teacher's Name	Nicos Karfakis			
ECTS	7.5	Lectures / week	4 hrs per week	Laboratories / week N/A
Course Purpose and Objectives	The module explores the theory and practice of change at the organizational, group and individual levels and their interdependencies. A personal and professional development strand looks at the notions of organizational citizenship and resilience and the need for personal change to achieve preferred futures.			
Learning Outcomes	<p>On completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• Critically assess change theories</li> <li>• Identify, explain, evaluate, select and implement different strategies, levels and content of change approaches according to conditions</li> <li>• Appreciate the need for change, innovation and learning in organizations</li> <li>• Demonstrate awareness of different actors of change</li> <li>• Develop change strategies and be able to efficiently use methodological techniques and skills for evaluating resistance to change and making use of tools for individual, group and organizational change</li> <li>• Acquire the skills for advanced work within a group</li> </ul>			
Prerequisites	N/A	Required	N/A	
Course Content	<p>Theory and Practice of Organisational and Individual Change:</p> <ul style="list-style-type: none"> <li>• Understanding organisations and organising</li> <li>• Approaches to organisational change and working with uncertainty</li> <li>• Approaches to individual change and effective change agency</li> </ul> <p>Personal and Professional Development</p> <ul style="list-style-type: none"> <li>• Personal challenges of change and resilience</li> <li>• Self- management and active organisational citizenship</li> <li>• Self-awareness and learning</li> <li>• Personal change and preferred futures</li> </ul>			
Teaching Methodology	<p>Lectures: 40 hours  Group Discussion: 15 hours  In Class Exercises: 3 hours  Business Games/ Case Studies: 2 hours  Student self-initiated study: 85 hours  Tutorials: 5 hours  Total Notional Time: 150 hours</p>			
Bibliography	<p><b>Essential Reading</b></p> <p>Dawson, P. and Andriopoulos, C. (2014) <i>Managing Change, Creativity and Innovation</i>, Second Edition, London: Sage</p> <p><b>Recommended Reading</b></p> <p>Burnes, B. (2014) <i>Managing Change - A Strategic Approach to Organisational</i></p>			



	<p>Dynamics, 6 th ed, Harlow: Pearson Education. A guide to managing the complexities of organizational change effectively. It discusses the techniques and methods that can be used.</p> <p>Huczynski A &amp; Buchanan D A (2007) Organizational Behaviour: an Introductory text, 6th edition, London: Financial Times/Prentice Hall Ready access to good summaries of a range of theories and models.</p> <p>Kirton, B. (2012) Brilliant Workplace Skills for Students &amp; Graduates: how to hit the ground running from your first day on the job, Harlow : Prentice Hall.</p> <p>McMillan K &amp; Weyer J (2013) How to improve your Critical Thinking &amp; Reflective Skills, Harlow: Pearson Education</p>
Assessment	<p>Project</p> <p>Final Written Examination</p> <p>Participation</p>
Language	English

Course Title	<b>Quality Management</b>				
Course Code	<b>BFE482</b>				
Course Type	<b>ELECTIVE</b>				
Level	1st cycle/BSc				
Year / Semester	4 <sup>TH</sup> YEAR/ SEM 8				
Teacher's Name	Usama Alabed				
ECTS	7.5	Lectures / week	4 hrs per week	Laboratories / week	N/A
Course Purpose and Objectives	This course visits the the tools used by entities to improve the quality management and organizational productivity, and addresses difficulties associated with organizational change and development. The module transfers to students the ability and skills to appropriately implement relevant to quality management models and to asses the influence of quality control customers				
Learning Outcomes	<p>After completing the module, the student will be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate understanding of the concept of quality management in a business and a services context.</li> <li>• Apply four different quality management models appropriate to commercial operations.</li> <li>• Review a range of quality controls and assess their benefits to the customers.</li> <li>• Apply principles of quality management to improve the performance of an organisation.</li> </ul>				
Prerequisites	N/A		Required	N/A	
Course Content	<ul style="list-style-type: none"> <li>• Quality, Strategic Planning, and Competitive Advantage: Brief History – Modern Developments in Quality – A Race Without a Finish Line. Definitions of Quality.</li> <li>• Quality in Manufacturing and Service Systems. Economic Issues – Quality and Principles of Total Quality Management: Introduction – Elements of Total Quality</li> <li>• Management – Strategic Planning and Leadership – A Customer Focus – FactBased Management – Continuous Improvement – Teamwork and Participation.</li> <li>• Malcolm Baldrige National Quality Award Award Criteria.</li> <li>• Identification – Service System Design. Customer Satisfaction Measurement Techniques – Customer Relationship Management Techniques.</li> <li>• Quality Control and Quality Assurance: Concept of Quality Control – Concept of Process Variation – Acceptance Sampling – Sampling Inspection Vs. 100% Inspection – Attributes and variable sampling plans Meeting/exceeding customer expectations.</li> <li>• Statistical Process Control: Control Charts – X-R, P, np and C Charts – Benefits of Quality Management Assistance Tools: Ishikawa Fish Done diagram –Nominal Managing and organization for quality: Quality Policy – Quality Objectives– Quality Management Standards: (Introductory aspects only).</li> <li>• The ISO 9001:2000</li> </ul>				
Teaching	Lectures: 40 hours				

Methodology	<p>Group Discussion: 15 hours  In Class Exercises: 3 hours  Business Games/ Case Studies: 2 hours  Student self-initiated study: 85 hours  Tutorials: 5 hours  Total Notional Time: 150 hours</p>
Bibliography	<p><b>Essential Reading</b></p> <p>Goetsch, D.L. &amp; Stanley, D. (2012) <i>Quality Management for Organizational Excellence</i>. 7<sup>th</sup> revised international edn. US: Pearson Education.</p> <p><b>Recommended Reading</b></p> <p>Evans, J.R. (2010) <i>Quality Management, Organization and Strategy</i>. 6th revised edn. Mason: Cengage Learning.</p>
Assessment	<p>Final Written Exam</p> <p>Participation</p>
Language	English

Course Title	<b>Environmental Management</b>				
Course Code	<b>BFE363</b>				
Course Type	<b>ELECTIVE</b>				
Level	1st cycle/BSc				
Year / Semester	<b>3<sup>RD</sup> YEAR/ SEM 6</b>				
Teacher's Name	Nicodemos Loizou				
ECTS	7.5	Lectures / week	4 hrs per week	Laboratories / week	N/A
Course Purpose and Objectives	The course invites students to a critical analysis of environmental management and facilitates a discussion into major complexities of modern societies and the environment. The module aims at assessing a set of approaches to management from a communal and local perspective introducing the environmental component.				
Learning Outcomes	<p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> <li>• Explain how western societies impacted upon environment and management systems;</li> <li>• Challenge the received wisdoms that perpetuate stereotypical images of the state of the environment and the impact of population upon it in the developed world;</li> <li>• Discuss the complexities that exist between pre-modern societies, and their environments;</li> <li>• Critically evaluate the benefits and problems associated with participative management and research of the environment in the whole world;</li> <li>• Critically evaluate the environmental issues facing rapidly growing cities in the Global Environment and the range of responses to enable them to improve their resilience in the face of those pressures.</li> </ul>				
Prerequisites	N/A		Required	N/A	
Course Content	<ul style="list-style-type: none"> <li>• Political ecology: the philosophical approach to the module</li> <li>• The population environment debate</li> <li>• Environmental Policy making in the Developing World</li> <li>• Misinterpreting environmental realities in the Developing World</li> <li>• Participatory Rural Appraisal: Unlocking the Truth about local environments in the `Developing World</li> <li>• Indigenous solutions to environmental management problems</li> <li>• Managing communal property resources</li> <li>• Climate change: The implications for environmental management in the Developing World</li> <li>• Millennium Development Goal 7: Integrating Environmental Management into Development</li> </ul>				
Teaching Methodology	Lectures: 40 hours Group Discussion: 15 hours In Class Exercises: 3 hours Business Games/ Case Studies: 2 hours Student self-initiated study: 85 hours Tutorials: 5 hours Total Notional Time: 150 hours				
Bibliography	<b>Essential Reading</b>				

	<p>Bettini, G. and Andersson, E. (2014) Sand Waves and Human Tides: Exploring environmental myths on desertification and climate induced migration, <i>The Journal of Environment and Development</i>, Vol. 23 (1) 160-185</p> <p><b>Recommended Reading</b></p> <p>Blaikie, P. and Muldavin, J. (2004) Upstream, Downstream, China, India: the Politics of Environment in the Himalayan Region, <i>Annals of the Association of American Geographers</i>, 94 (3), 520-548.</p>
Assessment	<p>Final Written Exam</p> <p>Participation</p>
Language	English

Course Title	<b>Retail and Service Management</b>				
Course Code	<b>BF471</b>				
Course Type	<b>COMPULSORY</b>				
Level	<b>1st cycle/BSc</b>				
Year / Semester	4/7				
Teacher's Name	Asimina Christodoulou				
ECTS	7.5	Lectures / week	4 hrs per week	Laboratories / week	N/A
Course Purpose and Objectives	This module introduces students to the challenges and perspectives of retail and service organizations and presents an understanding of services and retail customers in order to give student the ability to formulate an integrated application of various concepts to a practical situation;				
Learning Outcomes	<p>Following successful completion of this module, students should:-</p> <ul style="list-style-type: none"> <li>• Understand the distinctive nature of management in service and retail contexts;</li> <li>• Explore the theories that underpin and explain these distinctions and how they can be integrated into business strategy;</li> <li>• Understand the range of strategic, tactical and operational tasks for managers to manage in a retail and service environment, and their effects;</li> <li>• Demonstrate an ability to synthesise this information, draw conclusions, evaluate options, develop judgments and undertake critical analysis of module concepts and integrated application of various concepts to a practical situation;</li> <li>• Apply a disciplined approach to using appropriate conceptual models and tools to analyse complex business and services marketing problems and to developing solutions;</li> </ul>				
Prerequisites	N/A	Required	N/A		
Course Content	• Introduction to Services and retail Management				

	<ul style="list-style-type: none"> <li>• Understanding service and retail customers</li> <li>• Creating service offerings</li> <li>• Pricing services</li> <li>• Understanding service operations, the service delivery system and customer experience</li> <li>• Managing capacity and demand in service organisations</li> <li>• Communication strategies for service organisations</li> <li>• The role and behaviour of service employees</li> <li>• Customer relationships - classification, life cycles, portfolio management, B2B, B2C context</li> <li>• Measuring and evaluating service quality</li> </ul> <p>Dealing with service failure and recovery strategies</p>
Teaching Methodology	<p>Lectures: 40 hours</p> <p>Group Discussion: 15 hours</p> <p>In Class Exercises: 3 hours</p> <p>Business Games/ Case Studies: 2 hours</p> <p>Student self-initiated study: 85 hours</p> <p>Tutorials: 5 hours</p> <p>Total Notional Time: 150 hours</p>
Bibliography	<p><b>Essential Reading</b></p> <p>Gronroos, C. (2000), <i>Service Management and Marketing</i>, 2<sup>nd</sup> ed., Wiley</p> <p><b>Recommended Reading</b></p> <p>Palmer, A. (2005) <i>Principles of Services Marketing</i>, 4<sup>th</sup> ed., McGraw Hill</p>
Assessment	<p>Final Written Exam</p> <p>Participation</p>
Language	ENG

Course Title	<b>Accounting For Managers</b>				
Course Code	<b>BFE473</b>				
Course Type	<b>ELECTIVE</b>				
Level	1 <sup>st</sup> cycle/BSc				
Year / Semester	4 <sup>TH</sup> YEAR/ SEM 7				
Teacher's Name	Eftychia Pitsillou				
ECTS	7.5	Lectures / week	4 hrs per week	Laboratories / week	N/A
Course Purpose and Objectives	Finance is often described as the language of business. This module seeks to equip Business Management students with the knowledge and skills needed to enable them to understanding key financial concepts relevant to managers in a variety of business field. It will also help them to work with accountants in dealing with business problems. Furthermore, it will enable students to understand the financial techniques used in business today.				
Learning Outcomes	<p>On completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• Explain the distinctive nature of limited companies.</li> <li>• Evaluate the range of finance available to limited companies and their uses.</li> <li>• Discuss the corporate governance issues and the duty of care of the directors of limited companies.</li> <li>• Evaluate the regulatory framework within which limited companies work.</li> <li>• Explain how the Income Statement and Statement of Financial Position for limited companies differ to those of sole traders and partnerships.</li> <li>• Analyse and evaluate reported Cash Flow Statements and interpret the cash position of the company from the statement.</li> <li>• Evaluate new costing techniques and appreciate their benefits over traditional costing.</li> <li>• Evaluate new performance measures and their significance to the new business environment.</li> <li>• Understand and evaluate budgeting and budgetary control mechanisms within organisations.</li> </ul> <p>In addition the educational experience may explore, develop, and practise the following:</p> <ul style="list-style-type: none"> <li>• undertaking research through conventional literature searching and through the Internet;</li> <li>• critically evaluating academic articles Working in groups to formulate and evaluate financial data in order to propose solutions to business problems</li> <li>• using electronic resources such as Blackboard to support learning;</li> <li>• working in groups to prepare answers which require interpretation and evaluation.</li> </ul>				
Prerequisites	N/A		Required		N/A



Course Content	<ul style="list-style-type: none"> <li>• The nature of limited companies and how they're financed</li> <li>• The duty of directors of limited companies and issues of corporate governance</li> <li>• The regulatory framework imposed on limited companies</li> <li>• Income Statement and Statement of Financial Position for limited companies and the Corporate Report (1)</li> <li>• Income Statement and Statement of Financial Position for limited companies and the Corporate Report (2)</li> <li>• Cash Flow Management – cash related ratios and the Cash Flow Statement</li> <li>• Analysing and interpreting financial statements</li> <li>• New costing techniques (1): ABC, Target costing Life Cycle Costing</li> <li>• New costing techniques (2): TQM, Value Chain Analysis Aspects of Performance Measurement: Balanced Scorecard, Benchmarking, EVA</li> <li>• Budgetary Control and simple variance analysis</li> <li>• Practical application of variance analysis including planning and operational variances</li> <li>• The Budgetary Process and types of budgets: Fixed and flexed budgets</li> </ul>
Teaching Methodology	<p>Lectures: 40 hours  Group Discussion: 15 hours  In Class Exercises: 3 hours  Business Games/ Case Studies: 2 hours  Student self-initiated study: 85 hours  Tutorials: 5 hours  Total Notional Time: 150 hours</p>
Bibliography	<p><b>Essential Reading</b></p> <p>McLaney, E., and Atrill, P. (2016) print and electronic, <i>Accounting And Finance: An Introduction</i>. 8<sup>th</sup> ed. Essex: Pearson.</p> <p><b>Recommended Reading</b></p> <p>Bamber, M. and Parry, S. (2014) <i>Accounting and Finance For Managers</i> Kogan Page</p> <p>DeBusk and Crabtree (2006) “Does the Balanced Scorecard improve performance”, <i>Management Accounting Quarterly</i>, 2006, Vol.8, No.1.</p> <p>Dugdale and Lyne (2010), “Budgeting practice and organisational structure”, Chartered Institute of Management Accountants.</p> <p>Kaplan R. S. and Norton D. P. (2007) ‘Using the Balanced Scorecard as a Strategic Management System’, <i>Harvard Business Review</i>, July-August 2007.</p>
Assessment	<p>Final Written Exam</p> <p>Coursework</p> <p>Participation</p>
Language	<p>English</p>

Course Title	<b>International Financial Management</b>				
Course Code	<b>BFE483</b>				
Course Type	<b>ELECTIVE</b>				
Level	1 <sup>st</sup> cycle/BSc				
Year / Semester	4 <sup>TH</sup> YEAR/ SEM 8				
Teacher's Name	Eftychia Pitsillou				
ECTS	7.5	Lectures / week	4 hrs per week	Laboratories / week	N/A
Course Purpose and Objectives	Managing working capital, financing the business, assessing control of foreign Exchange and political risks and evaluating foreign direct Investment				
Learning Outcomes	<p>On completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>Identify the main business forms used in international trade. Apply simple theoretical models to explain changes in foreign exchange rates</li> <li>evaluate the financial and political risks posed to businesses from international trade and apply methods for hedging against those risks.</li> <li>evaluate differences in national taxation and explain how these affect international business trading</li> <li>Demonstrate a critical awareness of current initiatives to harmonise / standardise currency and taxation worldwide</li> <li>Evaluate the role of governance and ethics in international financial management</li> </ul> <p>In addition the educational experience may explore, develop, and practise but not formally discretely assess the following;</p> <ul style="list-style-type: none"> <li>Presenting, discussing ideas, concepts and views effectively through spoken language</li> <li>Acting independently in planning and undertaking tasks, reflecting on own learning and seeking and making use of feedback</li> <li>Using electronic resources such as Blackboard to support learning</li> </ul>				
Prerequisites	N/A	Required	N/A		
Course Content	<ul style="list-style-type: none"> <li>The main forms of international trade</li> <li>The identification and quantitative analysis of country financial &amp; political risks multinational financial reporting and analysis</li> <li>The international monetary system</li> <li>Foreign exchange rate risk</li> <li>Types and uses of hedging techniques and derivatives in a multinational trade context</li> <li>Comparative calculation and analysis of taxation in different countries</li> <li>Financing a global company</li> <li>Ethics and governance in an international context</li> </ul>				
Teaching Methodology	Lectures: 40 hours Group Discussion: 15 hours In Class Exercises: 3 hours Business Games/ Case Studies: 2 hours				

	<p>Student self-initiated study: 85 hours  Tutorials: 5 hours  Total Notional Time: 150 hours</p>
Bibliography	<p><b>Essential Reading</b></p> <p>Madura, J. and Fox, R. (2014) <i>International Financial Management</i> Cengage Learning EMEA  Madura, J. and Fox, R. (2014) <i>International Financial Management</i> Cengage Learning EMEA</p> <p><b>Recommended Reading</b></p> <p>Butler. K. (2012) <i>Multinational Finance: Evaluating Opportunities, Costs, and Risks of Operations</i> (5 th Ed.) Chichester, Wiley</p> <p>Eiteman D.K. et al, (2012) <i>Multinational Business Finance</i> (13 th ed.) Boston, Pearson</p> <p>Shapiro, A. (2013) <i>Multinational Financial Management</i> (10th Edition). Wiley.</p>
Assessment	<p>Final Written Exam</p> <p>Coursework</p> <p>Participation</p>
Language	English

# **Guidelines for the Practical Training course at Alexander College**

## **1.1. Overview**

Practical Training is an Elective Course offered during the 6th Semester of the 3rd year of studies. The Practical Training course will be assessed as part of your degree and during your placement you will be expected to complete coursework related to your workplace experience.

Methods of Assessment include a Company Supervisor Assessment of the Intern which counts for 40%, a Course Instructor Evaluation which counts for 50% and a Student Self-evaluation of Internship which counts for 10%.

A student may opt for an Erasmus Placement and will be supported by the International Affairs Office of Alexander College. In such a case all Erasmus Placement terms and conditions are valid and the evaluation process is identical to all other internships.

## **1.2. Objectives of Practical Training**

Training in real business conditions may grant students with experience and offer the opportunity to envisage solutions to real problems, interact with management structures in a real organization, groups and systems within their future environment. Moreover, students observe or undertake tasks within a business framework. This course combines taught theory and practice. The internship is an elective part of the curriculum of the Business Administration and Finance Program and focuses in the following:

- Gain expertise in approved companies and organizations.
- To be able to evaluate in practice, academic theory in an applied environment.
- To develop personal network and contacts that could help students in their future career.
- To acquire particular new knowledge at a real setting.

## **1.3. Traineeship Time**

The placement duration is two months, full-time for the students, and takes place in summer. The exact start and end date of the internship is determined each year by the Academic Board of the Program after the proposal of the module leader and supervisor.

## **1.4. Eligibility**

All BSc Business Administration and Finance students are eligible to take the Practical Training course during the 6th Semester (3<sup>rd</sup> year).

## **1.5. Internship Program Implementation Process**

### **1.5.1. Call for submission of Practical Training applications**

Until mid-winter semester the Module Leader and the Careers Office announce the beginning of the period of applications for participation in Practical Training which includes information about the submission of applications and the deadline. After the end of this period, it will not be possible to submit an application. Practical Training takes place in the Spring Term and particularly during two

out of three months of summer. Practical Training cannot be interrupted or divided in different periods.

Students who wish to undertake internships are invited to submit an application form to the Module Leader and the Careers Office, stating personal information and geographical and sectoral preference for them to work (Larnaca, Paphos or other city). If a post is not available according to geographical preferences outside Larnaca and Paphos, then the student might be placed only at the region where the College or its Branch is active.

Those students wishing to choose their own business that will work before submitting their request should contact the Module Leader who will approve or reject the proposed undertaking.

When it is approved the student delivers the following documents:

- The form "Cooperation Proposal". It is of an informative nature form of the Module Leader and the careers Officer for the company.
- The "Company Memorandum" form. The company has to complete it. The form must bear the signature and seal of the company and returned to the Alexander College.

#### **1.5.2. Why do placements need to be approved?**

Placements need to be approved in order for the students to:

- Have a safe and successful placement.
- Check that the specific placements role is in a good academic fit and will allow the student to meet the learning outcomes of the Practical Training course.
- Make sure that students work in a safe, viable and appropriate environment.

#### **1.5.3. Companies information and selection for participation in the program**

The Careers Office after consultation with the Module Leader of Practical Training, contacts business managers to ensure their participation in the program. Also, discusses the terms and scope of employment of the students of the Program. Those companies that opt to participate must fill the relevant form "Company Information Bulletin".

Companies are evaluated according to their reputation, aim and objective, quality of cooperation, working standards of the Cyprus Law and / or Collective Agreements and relevance to the Practical Training module description in order to be selected.

The supervisor may conduct on-site visits to observe actual conditions during training

#### **1.5.4. Completion of internship and completing relevant forms**

Upon completion of the internship, the relevant company submits an official evaluation of the trainee and the trainee submits an evaluation of the internship.

#### **1.5.5. Evaluation of students / marking.**

Student evaluation is based on the company's evaluation of the trainee by 40%, the student's evaluation of the internship by 10%, and the module leader's evaluation by 50%.

#### **1.5.6. Liabilities and trainee student rights**

Students in enterprises operate according to the normal working hours of support (up to 8 hours /per day).

If students are not satisfied by the organization which they are employed and trained for specific reasons which impeach standards and regulations such as if forced to work more than agreed, or given day to day assignments that exceed the scope of the training the Careers Office and the

Supervisors are notified and the traineeship might be terminated if there is no compliance by the company. Students are assigned to a new placement. For this reason, firms are carefully selected and approved by the Careers Office and the Program's and Module Coordinators.

Health Insurance is covered by the Company unless other commitments exist.

Trainees may take four days of leave in total during their training unless a medical problem arises which forces them to take a sick leave. If the trainee misses for any reason more than the 25% of the traineeship then the student has to repeat that part the latest by the end of August in order not to fail.

### **1.5.7. Obligations and rights host Organizations**

Businesses / organizations must:

- Occupy students in relevant to their field of study assignment.
- Provide students with the greatest possible education.
- Ensure working standards according to legislation and / or collective agreements.
- Assign trainees to a member staff of the organization in order to ensure proper training and evaluation.
- Abide by the internal College rules of total four days of leave and sick leave to students in need.
- Cover health insurance unless other commitments are agreed without jeopardizing students' rights to health and safety.

Businesses / organizations are entitled to:

- Employ students up to eight hours per day, five days a week, according to their work schedule for a period of two months.
- Terminate their cooperation and stop the employment of trainee students if they consider the work of behavior totally inappropriate or work performance grossly inadequate. In order to terminate the traineeship, consultation with the Module Leader is preceded.

### **1.6. Alexander College Practical Training Checklist**

On receipt of a placement job offer, students should ensure they have:

- A job title and department or location.
- A written job description outlining the role and responsibilities.
- Details of a named contact at the organization.
- Confirmation of hours of work and anticipated start / finish dates.
- Confirmation of pay / other benefits.
- Details of the period of notice required for either party to end the contract.
- Details of any probationary period.
- Details of any conditions of offer, e.g. subject to completion of a medical examination, satisfactory references, proof of exam results; security clearance, etc.

### **1.7. Practical Training Information**

Students can use the Career Office to receive advice on finding vacancy sources as well as our vacancies and work experience resources and CVs, application forms and interview resources.

Detailed advice about the placement requirements of a particular programme or module can also be found on the program of study and module databases and through the programme team or module leader.

## Schedule 5 – Student Exchange between Alexander College, Cyprus and University of the West of England, Bristol

2016-2017

### 1 DEFINITIONS AND INTERPRETATIONS

1.1 In this Schedule the following expressions have the following meanings:

“Academic Regulations and Procedures”	The regulations and procedures as amended from time to time which prescribe the admissions, registration, assessment, quality assurance and enhancement processes that govern the programmes in Appendix 1 of this Schedule
“Appendices”	Appendices attached to and forming part of this Schedule;
“Activity/ Activities	the detail of what the Parties are doing relating to particular areas of the schedules;
“Exchange”	establishes co-operative activities between UWE and Alexander College which may include the reciprocal exchange of undergraduate and postgraduate Students or academic, administrative and technical staff;
“Home Institution”	the institution where the Student is normally registered and enrolled;
“Host Institution”	the institution where a Student engaged in an Exchange will undertake studies;
“Student”	An individual registered on one of the specified programmes covered by this Schedule and its Appendices.
“Schedule”	the detailed descriptions of specific arrangements such as responsibilities and levels of service arrangements relating to particular areas of this Agreement;

### 2 MANAGEMENT OF THIS SCHEDULE

2.1 There shall be designated members of staff at both institutions to act as Co-ordinators. Co-ordinators shall have responsibility for the facilitation of effective liaison between both Parties.

### **3 RESPONSIBILITIES OF BOTH PARTIES**

- 3.1 Both Parties agree to base their exchanges on the principle of reciprocity. The reciprocal basis of the contributions of each of the Parties may be reviewed by both Parties from time to time. Any changes arising from such reviews must be agreed upon by both Parties in writing and will be appended to this schedule.
- 3.2 Exchanges will take place on a one-for-one basis and agreed annually between both Parties. Additional students from either Party are welcome to apply to study at the host institution but they will be liable for tuition fees. These exchange Students will not be counted in the one-for-one arrangement, but will still be considered participants in this Exchange. If such additional Students wish to register for an award at either Party's institution, they will be required to meet the normal entry requirements of their chosen Programme.
- 3.3 Any Student wishing to remain at their host institution beyond the agreed period of exchange may do so at his or her own expense. This will not be part of the one-for-one arrangement. Such additional expenses will include all tuition fees, living expenses and other charges. If students wish to study for an award at the Host Institution, they will be required to meet the normal entry requirements for that Programme.
- 3.4 Each Party will submit an end of year report of the student exchange activity. Each report will be completed after the end of the spring semester and exchanged.
- 3.5 Both Parties will appoint a Co-ordinator to assist Students with any Problems that may arise during the exchange.
- 3.6 Assessment arrangements will be negotiated for each individual Student by both Parties and Students will be made aware upfront.
- 3.7 Alexander College Students will be accepted by UWE Bristol for a programme of study, as recorded in Appendix 1, which is appropriate to their qualifications, including their attainment in English language. They will take UWE Bristol modules and/or Programmes, which are delivered in English. Staff at UWE Bristol undertake to do all that is reasonable to support effective communication.
- 3.8 UWE Bristol Students will be accepted by Alexander College at the appropriate level for their qualifications and they will take UWE Bristol modules and/or Programmes at Alexander College. Programmes at the Host institution will be taught in English and communication with UWE Bristol students will be in English and staff at Alexander College agree to do all that is reasonable to support effective communication.
- 3.9 Each Student will have access to the same academic resources and support services that are available to all students at their host institution.
- 3.10 Both Parties will be responsible for preparing Students for exchange including making Students aware of their financial responsibilities such as:
  - a) Food costs;
  - b) Expenses related to excursions (elective) and personal expenses;



- c) Medical coverage, including health insurance and life insurance  
Proof of insurance will be required from each Student taking part in the exchange under the terms of the Agreement;
  - d) Airfare, transportation costs to and from the airport and local travel during the exchange;
  - e) Visa application fees;
  - f) Accommodation and living expenses.
- 3.11 Each Student will complete and sign a Statement of Commitment. An example of the Statement of Commitment is included as Appendix 1 to this Schedule.

#### **4 INTELLECTUAL PROPERTY RIGHTS**

- 4.1 UWE Bristol and Alexander College agree that each institution will own all intellectual property rights and good will in materials which are used in the delivery of its Programmes and which it has generated and which are in existence at the commencement of this Schedule.
- 4.2 UWE Bristol and Alexander College agree to grant an irrevocable royalty free licence to such materials only for the purpose of delivery of the specified Programmes for the term of this Schedule when requested to do so by the other Party.

#### **5 DEALING WITH A STUDENT COMPLAINT**

- 5.1 Each Party shall be responsible for applying its own student complaints procedures in the first instance. Where that process is inappropriate or where a mutually satisfactory solution cannot be obtained through this route, either Party will advise the Student making the complaint of the procedure for making a complaint. All such complaints received by the Host Institution shall be communicated without delay to the Co-ordinator of the other Party to this Agreement.

#### **6 DISCIPLINARY PROVISIONS**

- 6.1 Students will be subject to the disciplinary provisions of the Host Institution where they are studying. Nothing within this clause shall be interpreted as detracting from the duty of care owed by each Party to Students engaged in activity governed by this Agreement.
- 6.2 Alexander College agrees to advise UWE Bristol of instances where a Student engaged in Activity governed by this Agreement is considered by Alexander College to be in breach of Alexander College disciplinary procedures and rules for Students. The Principal of Alexander College or his/her nominee and the Vice Chancellor of UWE Bristol or his/her nominee will consider together the implications for the Student's continued participation in the Activity governed by this Agreement and will determine what action should be taken which satisfies the disciplinary requirements of both institutions and is regarded by the Principal and the Vice Chancellor or their representatives in the light of the available information as fair treatment of the Student.

- 6.3 UWE Bristol agrees to advise Alexander College of instances where a Student engaged in Activity governed by this Agreement is considered by UWE Bristol to be in breach of UWE Bristol disciplinary procedures and rules for Students. The Vice Chancellor of UWE Bristol or his/her nominee and the Principal of Alexander or his/her nominee will consider together the implications for the Student's continued participation in the Activity governed by this Agreement and will determine what action should be taken which satisfies the disciplinary requirements of both institutions and is regarded by the UWE Bristol's Vice Chancellor and the Alexander College's Principal or their representatives in the light of the available information as fair treatment of the Student.

## **7 FINANCIAL ARRANGEMENTS**

- 7.1 Specific financial arrangements under the terms of this Schedule are detailed in Appendix 1.
- 7.2 UWE and Alexander College will bear their own administrative costs in relation to the development and operation of this Schedule.
- 7.3 UWE and Alexander College will bear their own marketing, publicity and associated costs for the recruitment of students to the Programmes specified in the Appendix to this Schedule.
- 7.4 UWE and Alexander College shall bear the costs of visits by its own representatives to the other institution for the purpose of implementing this Schedule.

**SIGNED ON BEHALF OF UNIVERSITY OF THE WEST OF ENGLAND, BRISTOL**

\_\_\_\_\_  
**Professor Steven West**  
**Vice-Chancellor**  
**University of the West of England, Bristol**

8/6/2016  
\_\_\_\_\_  
**Date**

**SIGNED ON BEHALF OF ALEXANDER COLLEGE:**

\_\_\_\_\_  
**Andy Loppas**  
**Principal & Director**  
**Alexander College**

13/6/2016.  
\_\_\_\_\_  
**Date**



## STUDENT EXCHANGE

### BETWEEN

UNIVERSITY OF THE WEST OF ENGLAND, BRISTOL  
AND  
ALEXANDER COLLEGE

#### Appendix 1 to Schedule 5

Subject areas in which Alexander College and University of the West of England, Bristol have agreed to arrange student exchanges

Host Faculty at UWE Bristol	UWE Bristol Programmes	Host Alexander College Campus	UWE Bristol Programmes delivered at Alexander College
Faculty of Arts, Creative Industries and Education	BA (Hons) Fashion BA (Hons) Graphic Design BA (Hons) Photography BA (Hons) Fine Art BA (Hons) Interior Design	2 Artas Street, P.O.Box 45081 Aradippou 7110, Larnaca, Cyprus	BA (Hons) Fashion BA (Hons) Graphic Design BA (Hons) Photography BA (Hons) Fine Art BA (Hons) Interior Design

1. Initially, subject to availability of suitable candidates, each institution will agree a reciprocal number of students and will be agreed on a semester/annual basis normally through Partnership Board.
2. UWE Bristol and Alexander College students will normally have **completed the equivalent of one year study** at their Home Institution.
3. UWE Bristol students who are taking part in the exchange through the programmes listed in the above table will study at Alexander College for either short term courses, summer schools, semester(s) or an academic year and achieve 60 UWE Bristol credits/30 ECTS per semester.
4. Alexander College students who have the opportunity to study at UWE Bristol for one or two Semesters normally at Level 2 or Level 3 or Postgraduate and are able to achieve 60 UWE Bristol credits/30 ECTS per semester. Single semester study may not be available on all programmes.

#### Student Exchange Financial Arrangements

5. The exchanges under the terms of the Schedule will be financed on the basis of reciprocity. Students will be subject to the home institution's Tuition Fees.
6. Any financial commitment by either Party to this Schedule must result from, in each case, a specific written accord detailing such commitments.

**EXCHANGE**  
**BETWEEN**  
**UNIVERSITY OF THE WEST OF ENGLAND, BRISTOL**  
**AND**  
**ALEXANDER COLLEGE**

**SPECIMEN STATEMENT OF COMMITMENT TO BE SIGNED BY STUDENTS**

I, \_\_\_\_\_, accept the conditions of the exchange agreement between Alexander College and UWE Bristol, Bristol for the academic year \_\_\_\_\_, and the financial responsibilities as outlined in the Appendix 1 to this Agreement. I understand that, while every precaution will be taken by Alexander College and UWE Bristol, neither institution (nor agents thereof) can be held legally liable for any mishaps which may occur. In particular, I recognise that there are risks associated with air, rail, and automobile travel (whether public or private).

I understand that I must have appropriate health, life, and property insurance, and if such insurance policies lapse, I recognise that no liability rests with either institution, its agents, or servants.

I agree to abide by the Host Institutions code of conduct, academic regulations when on the exchange.

I also agree to abide by UWE Bristol's expected standards of behaviour whilst in my Host Institution and I understand that for any failure to abide by either the Host Institution or of UWE Bristol's code of conduct, may request in the exchange being terminated and in my being required to return home.

\_\_\_\_\_

Student signature

\_\_\_\_\_

Date