



12 Ιουνίου 2018

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Πρόεδρο Συμβουλίου Φορέα
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Θέμα: Έκθεση της Ομάδας Ειδικών για το Πρόγραμμα Σπουδών
«Aviation Management (B.Sc.)»

Ευχαριστούμε για την Έκθεση της Ομάδας Ειδικών που μας αποστέilate ηλεκτρονικά στις 4 Ιουνίου 2018.

Επισυνάπτουμε τα σχόλια της Σχολής Διοίκησης Επιχειρήσεων για την εν λόγω Έκθεση.

Με εκτίμηση,

Καθηγητής Ανδρέας Φ. Μακρής
Αντιπρότανης Ακαδημαϊκών Υποθέσεων

Κοιν.: - Κοσμήτορα Σχολής Διοίκησης Επιχειρήσεων
- Διευθύνοντα Σύμβουλο

Συν.: (10)



**School of Business Administration
Department of Management and Marketing**

**Programme
“Aviation Management (B.Sc.)”**

12 June 2018

The School of Business Administration of the European University Cyprus wishes to express its sincere gratitude to the *External Evaluation Committee* for the evaluation of the undergraduate programme **Aviation Management (B.Sc.)**.

It is with great pleasure that we noted the **positive report** of the *External Evaluation Committee*. Moreover, the recommendations made were welcome and gave us the opportunity to improve our application, as indicated in the points below and in the attached supporting documents.

Please find below our point-to-point responses to the *External Evaluation Committee (EEC) comments*. Of note, as some recommendations appear in more than one points in the *EEC Report*, our response refers to the initial report, to avoid repetition.

EEC Comments on Software Usage:

p.7: “Regarding the scientific modules of the study program, eg. Mathematics and Statistics, the Software provided by the School of Business, is suitable at the level of undergraduate students’ requirements. However, software is not referred in the description of the corresponding modules.”

p.15: “It is recommended to introduce the use of appropriate software in the teaching of modules related to statistics, mathematics, aviation operations and airport operations;”

QI 1.2.1: “The modules related to statistics, mathematics, aviation operations and airport operations do not use relevant s/w;”

EUC Reply:

Appropriate software is now included in a number of courses and has been added in the syllabi as proposed in the comments of the EEC above. More specifically:

- **MAT115 - Statistics:** SPSS software is added as a statistical analysis tool
- **AVM121 - Yield and Revenue Management:** AirRM Revenue Management System (<http://ww1.revenuemanagement.com/airrm>) is now included in the syllabus and the purpose is to demonstrate revenue management processes and techniques
- **AVM250 - Airline Operations Management:**
 - Flight Operations, Crew scheduling, Aircraft Scheduling etc.: AIMS (<http://www.aims.aero/>)
 - Flight planning: LIDO (<https://www.lhsystems.com/solutions-services/operations-solutions/lidoflight>)

- Electronic Flight Bags (e.g. Flysmart: <http://www.flysmart.com/>, LogiPad: <https://logipad.dextradata.com/>)
- **AVM230 – Airline Commercial Operations:**
 - SABRE and Internet Booking Systems for reservations (<https://www.sabre.com/>)
 - AirRM for revenue management (<http://ww1.revenuemanagement.com/airrm>)
 - Fare scrapers
- **AVM251 – Airport Operations Management:**
 - SITA – Integrated Airport Operations Management System (<https://www.sita.aero/solutions-and-services/solutions/airport-management>)
 - iAirport - <https://www.ibsplc.com/products/airport-operations>
 - Atennea - <https://www.quonext.com/en/tourism/software-management-erp-aviation-industry-airport>
- **AVM320 - Quality Management and Compliance Monitoring:** Q-Pulse, (<https://www.ideagen.com/products/q-pulse/>) will be used to demonstrate the tools and procedures that can be applied in effectively managing the compliance monitoring process.
- **AVM321 - Project Management in Aviation:** Project management software such as Microsoft Project, will be used to enable the development of a variety of project planning related tasks.
- **AVM420 – Strategic Management in Aviation:**
 - Students will have the chance to implement and practice the strategies taught using airline simulation software (Jerald R. Smith, Peggy A. Golden Airline: A Strategic Management Simulation). <https://www.interpretive.com/business-simulations/airline/>.
 - Risk definition and mitigation processes will be demonstrated using appropriate software such as BowTie Pro (<http://www.bowtiepro.com/>).
- **AVM110 - Information Technology for Aviation:** The course will cover both in theory and in practice general purpose software such as Microsoft Windows, Microsoft Office, E-learning, Communication and Web Browsing software. It will also demonstrate use of other aviation related software such as:
 - Logbook keeping applications (e.g. mccPilotLog - <http://www.mccpilotlog.net/>)
 - Flight Scheduling (e.g. FlightSchedule Pro - <https://www.flightschedulepro.com/>)
 - Airline booking applications and websites
 - Aviation information websites (METARS, NOTAMS etc.)
 - Flight tracking applications and websites

- **AVM124 – Aviation Information Systems and Digitalization:** The course analyses the fundamental concepts of Information Systems, the information management needs of the aviation industries, and introduces systems that can be used within certain operations, such as:
 - Operations management (Systems like AIMS, LIDO, FlySMart etc.)
 - Commercial management (SABRE, AirRM etc.)
 - Internet booking systems
 - Passenger relations (e.g. Social media)
 - Etc.

Any software that is linked to the airline business and can only be used in an operating airline environment will be introduced in class and its scope and function will be described. Additional training/demonstrations of such software will be provided by certified airline personnel during lectures at the University and during site visits to airline and/or airport offices.

All the above described modifications/additions, are included in the attached document, which includes the new Curriculum, the Table with Course Allocation per Semester and Course Syllabi (**Appendix I**).

EEC Comments on Library Resources

p.7: *“Library materials are good practices regarding General Management, Economics and Business Administration. However, for the specific issues of the study programme Aviation Management, library and access to relevant journals and databases are rather basic”*

p.11: *“The University in general has sufficient facilities and equipment to support the research dimension of the programme, such as library, computer facilities, which are available to personnel and students. However, it should be noted that due to the fact that in the University currently there are not programmes relevant to the broader area of Aviation studies, the existing equipment and facilities have limited materials related to the research needs in the area of Aviation Management (i.e expand the collection of books and journals in these area, acquire specialized s/w and data bases relevant to aviation management). However, it should be noted that the programme through its cooperation with AVIATOR will have access to equipment related to aviation operations.”*

p.12: *“The collection of teaching materials related to aviation management is basic and needs improvement in order to serve the programme of study under evaluation.”*

p.15: *“For the specific issues of the study program Aviation Management, library and access to relevant journals and databases should be improved;”*

p.16: "The collection of teaching materials related to aviation management should be enhanced and enriched to improve teaching and learning activities;"

QI 1.2.7: "The library currently does not have sufficient materials (books, manuals, journals, databases) in the broader area in aviation management."

QI 4.2.5: "The collection of teaching materials related to aviation management should be enhanced."

EUC Reply:

All the textbooks included in course Syllabi **have already been ordered, and the majority have been received (Appendix II.a)**. Textbooks included in the new Syllabi of the modified curriculum have been ordered as well (Please see attached **Appendix II.b**).

The policy of the library is to order, as a first step, what is listed on the course Syllabi and check what is already available (journals) through its electronic collections.

After the program evaluation and approval, the library communicates with all assigned faculty members for additional suggestions and recommendations in order to enrich its collection.

In addition, it already has a large collection of journals (**Appendix II.c**) to which it subscribes through its database subscriptions. Currently the library as a member of CALC (Cyprus Academic Libraries Consortium) subscribes to over 120 databases and provides access to 100,000+ journals/periodicals/conference proceedings/ doctoral dissertations from well renowned providers such as EBSCO, Proquest, Sage, Springer, Elsevier, Oxford, Cambridge, Emerald, IEEE, Taylor & Francis etc. The seven universities of Cyprus by sharing all electronic subscriptions have achieved some of the best deals on a global basis. The annual budget of the library is over 600,000 euro. Any journal titles that are deemed necessary and we do not have access to through our databases, (as they are not part of any group) will be ordered with the beginning of the new academic year and commencement of the program.

EEC Comments on Program Restructuring:

p.9-10: General description of program structure

p.16: "The Panel recommends to restructure the study programme:

- The split between the two tracks should be postponed to the third or even the fourth semester*

- *Basic insight into the specific aspects of the aviation industry and its economics and regulatory environment should be provided at the beginning and before split into the two tracks*
- *Major aviation management related subjects like network management, yield management, operations control, and airline sales and ecommerce as well as the impact of the digitalization on both the operations and the commercial management of the industry.”*

QI 2.1.6: “The program splits into two tracks, “Operation” and “Commercial” for the semesters 2 – 4. Substantial part of basic aviation management knowledge is compulsory part of the Commercial” track only. (see also comment on 2.2.3)”

QI 2.2.3: “The program splits into two tracks, “Operation” and “Commercial” for the semesters 2 – 4. Substantial part of basic aviation management knowledge is compulsory part of the Commercial” track only. In the first semester of the study program basic aviation management related courses take only minor part of the modules so that at the time of splitting into the two tracks “Operations” students (pilot trainees) only have little insight into basics of the aviation industry, its economics and its scope of services. Only when split into the two tracks, basics of operations as well as of commercial management are part of the module content of the respective tracks. After joining back in the fifth semester, aviation industry related content is mostly provided by elective modules, so that students by the end of the study program might well lack insight in essential issues of the industry;”

QI 2.2.6, 2.2.7, 2.2.8: “Commercial content mostly relates to General Management skills rather than to industry specific management skills. Airline Network Management, Yield Management, Operations Control, Economic Governance and regulation of the industry and its impact on business management fall short. The content of management related modules should be further customized to reflect the needs of aviation management.”

EUC Reply:

- As suggested above the split into the two tracks has been moved to semester three. All courses included in semesters one and two, will be taken by all students, before they are split into the tracks of “Air Operations” (pilot studies) and “Commercial Operations” (ground and business aspects of aviation).
- Courses that provide basic insight into the specific aspects of the aviation industry and its economics and regulatory environment have been moved or added to semesters one and two (before the split of the two tracks).
More specifically:

- **AVM112 Introduction to Civil Aviation Management**, has been moved from the “Commercial Operations” track to semester one.
- **AVM120 Operations Control in Aviation** is introduced as a new course in semester two, to provide the students with the knowledge required in order to be able to understand the aviation operations control environment and the decision making mechanisms ensuring the cost effective and safe running of aviation operations.
- **AVM121 Yield and Revenue Management** is introduced as a new course, in semester two, that aims to provide an understanding of the economic environment of the aviation industry and how this is regulated and managed.
- **AVM124 Aviation Information Systems and Digitalization**, course has been updated in order to include the concept of digitalization of aviation and the impact it has on the operations of the industry. A number of aviation related systems (software) is included in order to explain how the necessary information flow is achieved and prepare the ground for later courses in which these systems will be used.
- The proposed additional aviation management related subjects have all been addressed as follows:
 - **Network management:**
A new course **AVM352 Airline Network Management** has been added in the major elective courses.
 - **Yield management:**
New course **AVM121 Yield and Revenue Management** has been added to semester two as a compulsory course.
 - **Operations control:**
New course **AVM120 Operations Control in Aviation** has been added in semester two as a compulsory course.
 - **Airline sales and ecommerce:**
New course **AVM240 Airline sales and e-commerce** has been added in semester four as a compulsory course for the “Commercial Operations” track.
 - **Impact of the digitalization on both the operations and the commercial management of the industry:**
 - Course **AVM124 Aviation Information Systems and Digitalization** has been updated to give an insight on how digitalization is present in the aviation industry and describe the main systems that are used both in the operations and the commercial part of aviation.
 - The new course **AVM240 Airline sales and e-commerce** also provides insights into the impact of digitalization on the aviation industry mostly from the commercial operations view.

- A number of courses that deal with aviation operations (e.g. AVM250-Airline Operations Management, AVM251-Airport Operations Management, AVM320-Quality Management and Compliance Monitoring and more) have been updated to include the use of relevant information systems that affect the way in which the related operations are carried out.
- Course **AVM420 Strategic Management in Aviation** has been updated, to better serve the needs of Aviation Management by addressing subjects such as the impact of economic, strategic and regulatory changes and risk analysis and mitigation measures to overcome the business management short falls, as well as the risk definition and mitigation measures and their inclusion in the business plan.

All the above described modifications/additions, are included in the attached document, of the new Curriculum, Table of Course Allocation per Semester and Syllabi (**Appendix I**)

EEC Comments on teaching personnel

p.7: “Given by the nature of the study program, teaching personnel with regard to aviation related practical modules (exclusively) as well as aviation related theoretical modules (partly) will be provided by the personnel of AVIATOR Flight training. The respective part of the teaching personnel will be employed by the Approved Training Organization (ATO) in order to comply with regulatory requirements. Their engagement with EUC will be on “Guest Lecturer” status.”

p.15: “Whereas regarding General Management issues, the Research and Teaching qualifications of EUC’s own Teaching Personnel are suitable, regarding the Aviation Industry specific issues, own resources are limited to individual aspects of it; Publications and research work of EUC own personnel with particular relevance for the aviation industry are very limited; The majority of the permanent staff that will be involved in the teaching of the Aviation Management Programme has limited exposure related to Aviation Management; The new programme can use the experience of the broader University community along with the experience of the new staff that will be hired to support the Aviation Management Programme;”

QI 1.3.1: “The number of full-time academic personnel in the area of aviation management currently is not sufficient to support the programme of study;”

QI 1.3.9, “The current teaching load is rather heavy to allow a member of staff to allocate sufficient time to do research.”

EUC Reply

- As already indicated the University will use Aviator Flight Center facilities for the practical courses.

Personnel of Aviator Flight Center, as well as the rest of the aviation experts as indicated in our application will be employed by EUC through the **CHARTER: Annex 6 - Internal Regulation on Faculty Ranking and Conditions of Service: Faculty Selection and Appointment. (Appendix III).**

Appointed Faculty will have the Ranks and status of either faculty members, Scientific Collaborator or Special Scientists, according to the EUC Charter and the internal regulations regarding selection of faculty members.

- The number of academic personnel as stated in our application, is sufficient and qualified to cover all courses included in the four year degree.
- Aviation specialists needed to cover the aviation field courses, as indicated in our application, have already signed pre-agreements. As aviation is a new field of study within the University, following the positive report of the EEC, the hiring process, has already commenced with the announcement of the attached vacancy **(Appendix IV).**
- The hiring process, according to the University Charter, is activated with the publication of the vacant positions. The procedure is finalized with the positive evaluation of the program.
- The faculty workload is according to the University Charter. Faculty may obtain reduction of their teaching load according to the **Research Policy (Appendix V and the Internal Regulation on Teaching Load Reduction (Appendix VI)**

EEC Comments on Research

p.15: "The University in general has sufficient facilities and equipment to support the research dimension of the programme; - The existing equipment and facilities should be enhanced with materials related to the research needs in the area of Aviation Management;"

QI 1.3.2.2: "Publications within the discipline of aviation management are not sufficient;"

QI 3.1.1: The area of aviation management, the University does have a research tradition;

EUC Reply

- The “Aviation Management” (B.Sc.) program is unique in Cyprus and in the broader region. The absence of related programs is of course the reason that the academic personnel does not have a history of research in this area.
- The availability of this program will provide the ground for research in the fast growing industry of aviation to commence.
- The close cooperation with aviation related organizations such as airlines, airport operators, flight schools and aviation authorities (**see appendix VII**) will enable the growth of a research society in this area. The growth of aviation research in Cyprus should be considered a necessity, as Cyprus could serve (due to geographic location) as an aviation hub for the Middle East, Asia and Europe.
- The enriching of library resources and other facilities will help towards the growth of aviation research within EUC.
- The material and facilities of organizations that EUC cooperates with as part of this program (e.g. Aviator Flight Center, Airlines etc.) will assist in enabling the development of aviation related research.
- Academic personnel included in our application to support the program, already have a background in aviation related research and publications (e.g. Dr. Michael Amprikidis, Dr. Nadine Itani, Dr. Silas Michaelides, Dr Xenofon Xenofontos, Mr. Charalambos Antoniadis). EUC community will benefit from their research background, once they are employed, after the successful accreditation of the program.
- The hiring of additional specialized personnel will also contribute in enriching the research activities within the university (**Appendix IV**).

EEC Comments on student evaluations

p.10: “Regarding the involvement of students in the regular feedback process on modules and courses, sample evaluation reports provided by the applicant stated that in average the rate of participation in the evaluation was 10 % only in average.”

p.12: “Module and instructor student evaluation is implemented, however, only 10% of the students participate. Also, the questionnaire is not currently customized in order for the students to be able to assess the PPL practical modules of the program.”

p.15: “Student participation in module and instructor evaluations is rather small (around 10%) and it strongly recommended to significantly increase participation to over 50%.”

QI 2.3.2.3: Student participation in module and instructor evaluations is rather small (around 10%). The evaluation questionnaires reflecting the needs for the PPL related practical modules are not yet in place.

QI 2.4.7: Student participation in module and instructor evaluations is rather small (around 10%). The evaluation questionnaires reflecting the needs for the PPL related practical modules are not yet in place.

EUC Reply

At EUC gathering feedback from students is deemed valuable in order to improve and refine teaching. Student low participation in the electronic **course and instructor evaluations**, has indeed been identified for some time now, and in order to address this issue, the University's Internal Quality Committee, in collaboration with the Schools, has designed and introduced a new process.

The new process currently in practice, is based fully on an electronic mode with two different evaluation forms; a theoretical and a practical one (**see attached documents Appendix VIII**).

The evaluation form to be used for the practical courses, can consequently apply to the assessment of the PPL and other practical courses of the program. The collection of the data is based on the Mentimeter software, (<https://mentimeter.com>), which allows the maximum response and contribution with instant feedback, and at the same time eliminates any bias issues, as anonymity is in place. The survey will be administered on line and students will be using their mobile devices.

EEC Comments on Continuing Professional Development

p.12: "Currently EUC does not sufficiently provide enhanced Continuing Professional Development (CPD) opportunities with emphasis on areas such as effective teaching and learning practice for higher education, as well as immersive learning and use of technology pedagogies. At the moment, CPD is not linked to the Performance Development Review (PDR) of the staff, thus not motivating the members of staff for continuous growth in line with the institution's strategic objectives."

p.16: "Its staff should be provided with enhanced Continuing Professional Development (CPD) opportunities with emphasis on areas such as effective teaching and learning practice for higher education, as well as immersive learning and use of technology pedagogies; - It is recommended that CPD should be linked to the Performance Development Review (PDR) of the staff, thus motivating the members of staff for continuous growth in line with the institution's strategic objectives;"

EUC Reply

Please note that the University is strongly focused on continuous improvement of all faculty members (and administration staff), therefore has a strong commitment and policy.

For the last three years, there is a Continuing Professional Development (CPD) program in our University.

The CPD program, as stated in the University Charter, is fully in line and supports the Performance Development Review (PDR). The PDR also stated in the University Charter, provides Training Certificates, which are evidenced for promotion purposes.

The (CPD) program that is currently in place, is offered twice a year (January and September), and includes courses that aim to enhance the continuous improvement of faculty.

The training sessions are well structured and organized and allow all faculty members (full time and part time) to participate.

Please note that during the training, external and internal experts are invited to present and provide their expertise on topics such as;

- Professional Development of an academic member-Andragogy (3 hours)
- Learning-Teaching (4 hours)
- Teaching methods and techniques (4 hours)
- Diagnosis needs and support of students (especially with special educational needs) (3 hours)
- Presentation Skills - How to make the best presentation (3 hours)
- Distance (Digital) Education (3 hours)
- Designing the learning process by incorporating new technologies (4 hours)
- Utilization of electronic devices (4 hours)
- Measurement and Evaluation in higher education (8 hours)
- Hybridity (3 hours)
- Team working ethics and cooperation (3 hours)
- Special Issues in Higher Education learning – teaching process (3 hours)

The uniqueness and significance of such a program, generating advantages for Cyprus in general as well, is self-evident.

The professional environment and the related industry, whose interconnection is reflected in the structure of the Program, and which have already expressed their interest, points out the broader advantages to be developed as far as the relevant research, the wider society and the economy of Cyprus are concerned.

We thank you once again for the constructive feedback and we assure you that the University commits to adhere strictly to all of the above.

Prof. George Boustras
Dean, School of Business Administration

Attachments:

Appendix I: Curriculum, Course allocation per Semester and Syllabi

Appendix II (a,b,c): Library Holdings and Journals

Appendix III: Internal Regulation on Faculty Ranking and Conditions of Service: Faculty Selection and Appointment

Appendix IV: Vacancy

Appendix V: Research Policy

Appendix VI: Internal Regulation on Teaching Load Reduction

Appendix VII: Airline Letters of Intent of future cooperation

Appendix VIII (a, b): Student Instructor and Course Evaluation Templates



**European
University Cyprus**

APPENDIX I

“Aviation Management (B.Sc.)”

JUNE 2018

Purpose:

The core objective of this program is to equip future airline crew members with the knowledge and skills to operate as efficient, safe and professional commercial pilots as well as capable managers within their area of activity, and to enable the future aviation ground staff, to demonstrate a better understanding of the challenges that the aviation industry as well as the air crews are facing, consequently enriching the quality of their decision making capabilities.

General objectives:

The general objectives of the Aviation Management program are:

1. To provide students with a complete foundation of theoretical, practical, operational and managerial knowledge and skills required by employers in the dynamic aviation industry.
2. To provide a comprehensive and up to date curriculum of study satisfying the needs of the changing aviation industry and the challenges with which it is confronted.
3. To prepare students for employment or for postgraduate study by promoting an environment in which they can develop academic and practical skills, apply theory to practice, develop decision making abilities, develop problem solving abilities, evaluate and synthesize information and engage in research.
4. To enable graduates to satisfy the changing demands of employment in the aviation industry by acquiring and developing of a wide range of personal and transferable skills, such as creativity, flexibility, self-reliance, adaptability, communication, time management, critical thinking, enhanced decision making and leadership qualities.
5. To develop the confidence and academic skills of students enabling them to become active and autonomous learners and critical thinkers;
6. To enhance the students ability for personal development through promotion of autonomous learning and critical thinking.
7. To enhance the graduates employment opportunities by training them in both the operational and the managerial aspects of the industry and through the engagement with aviation industry partners.

Specific objectives:

More specifically the Aviation Management program aims to:

1. Provide student pilots with a firm foundation of specialized theoretical knowledge required at their level of operation (private pilot or commercial pilot) where applicable.

2. Develop the specialist knowledge and skills required to qualify for a Private Pilot License or a frozen Air Transport Pilot License where applicable.
3. Develop the technical knowhow and the necessary mindset for student pilots to become safe, reliable and efficient pilots at their level of operation (private pilot or commercial pilot) where applicable.
4. Provide the basic knowledge required for a student to be able to operate effectively and efficiently in an dynamic and demanding international business environment.
5. Enable the student to apply a set of modern managerial and strategic techniques in order to achieve the goals of the business they are involved with in an ethical, efficient, cost effective and environmentally responsible manner.
6. Provide the means for managing human, physical and financial resources in a successful manner and at an international scale.
7. Promote health and safety practices as an integral part of managerial decision making in order to achieve higher safety standards in the aviation industry.
8. Engage in practical application of theoretical knowledge, problem solving skills and research in order to achieve the highest standard of knowledge and skills that will ensure the successful operation of the graduate within the real aviation industry environment.

2. Intended learning outcomes:

The graduates of the Aviation Management (B.Sc.) program, are expected to be able to:

Knowledge and understanding:

1. Demonstrate the ability to communicate successfully in the English language both in oral and written word and mainly in the aviation business context.
2. Demonstrate knowledge, understanding and the ability to apply the theoretical knowledge acquired in order to obtain a Private Pilot Licence (PPL) where applicable.
3. Demonstrate the specialist knowledge and understanding of theory and its application in order to obtain a Frozen Air Transport Pilot Licence (ATPL) where applicable.
4. Demonstrate ability to use mathematical and statistical techniques that can be applied to the practical or business aspects of aviation.
5. Demonstrate knowledge and understanding of the processes that compose the aviation industry and basic management and marketing techniques that can be applied to the aviation industry.
6. Demonstrate an in-depth understanding of the importance of physiological and psychological human factors and their impact on aviation safety.
7. Demonstrate an understanding of the management of human resources including behaviour, relations and interactions within an organization.

8. Demonstrate knowledge of the economic factors and techniques that are applied in the day-to-day operations as well as the long term management of the financial aspects of the aviation industry.
9. Demonstrate a sound understanding of the ethical social and environmental responsibilities of an aviation related organization.
10. Demonstrate knowledge and understanding of the structure, regulation, management and operational models adopted by airline and airport operators.
11. Demonstrate an in depth understanding of the health, safety and security issues relating to the aviation industry.
12. Demonstrate knowledge of Air Traffic Control systems, procedures and operations.

Practical Skills:

13. Demonstrate the ability to use technology efficiently in a variety of situations relating to the practical or business aspects of aviation.
14. Demonstrate the specialist knowledge and operational ability required to qualify for a Private Pilot Licence (PPL) where applicable.
15. Demonstrate the specialist knowledge and operational ability required to qualify for a Multi-Engine Piston (MEP) Rating where applicable.
16. Demonstrate the specialist knowledge and operational ability required to qualify for an Instrument Rating (IR) where applicable.
17. Demonstrate the specialist knowledge and operational ability required to qualify for a Frozen Air Transport Pilot Licence (ATPL) (where applicable).

Intellectual/Cognitive Skills:

18. Critically evaluate essential elements of strategy formulation, sustainability, social responsibility and other challenges in the aviation industry.
19. Critically analyse and evaluate an airline's or airport's operations' economic requirements and performance.
20. Critically analyse, synthesise and evaluate information from a wide variety of sources relating to current and future developments in the aviation industry.

Transferable Skills:

21. Apply leadership and management models in the context of the aviation industry.
22. Review critically current research and publications relating to aviation.
23. Apply time management, critical thinking, decision making and leadership qualities in an area of the aviation industry.

STRUCTURE OF THE PROGRAM OF STUDY

PROGRAM REQUIREMENTS	ECTS
General Education Requirements	15
Core Requirements	100
Specialization Requirements (students should choose one of the following groups of specialization courses): <ol style="list-style-type: none"> 1. Air Operations 2. Commercial Operations 	80
Major Electives	35
Free Electives	10
TOTAL ECTS	240

GENERAL EDUCATION REQUIREMENTS		
ENB220	Writing for Business Studies	6
AVM110	Information Technology for Aviation	4
MAT115	Statistics	5
TOTAL ECTS		15

CORE REQUIREMENTS		
AVM111	PPL Theory	5
AVM112	Introduction to Civil Aviation Management	5
AVM120	Operations Control in Aviation	5
AVM121	Yield and Revenue Management	5
AVM122	Introduction to Accounting	5
AVM124	Aviation Information Systems and Digitalization	5
LDR365	Contemporary Leadership and Team Building	6
AVM320	Quality Management and Compliance Monitoring	8
AVM321	Project Management in Aviation	6
AVM410	Aviation Psychology and Human Factors	6
AVM411	Emergency Response & CSR	7
AVM412	Health and Safety Management and Safety Culture	7
AVM420	Strategic Management in Aviation	7
AVM421	Airworthiness and Certification Procedures	7
BUS215	Business Research	6
AVM422	Aviation Project	10
TOTAL ECTS		100

SPECIALISATION COURSES (1. AIR OPERATIONS)		
AVM210	Aircraft General Knowledge - Instrumentation	6
AVM211	Human Performance	4
AVM212	Meteorology	5
AVM213	General Navigation	4
AVM214	Air Law	5
AVM215	Aircraft General Knowledge - Airframe and Systems	6
AVM220	Flight Planning and Monitoring	5
AVM221	Radio Navigation	5
AVM222	Mass and Balance	4
AVM223	Flight Performance	5
AVM224	Operational Procedures	5
AVM225	Principles of Flight	6
AVM310	VFR and IFR Communications	5
AVM311	Multi Crew Cooperation	5
AVM312	Professional Pilot Flight Training	10
TOTAL ECTS		80

SPECIALISATION COURSES (2. COMMERCIAL OPERATIONS)		
BUS101	Introduction to Business	5
MGT101	Principles of Management	5
MAR101	Introduction to Marketing	5
ENB225	Business Communication in English	5
BUS195	Business Calculus and Applications	5
AVM230	Airline Commercial Operations	5
MAR204	Consumer behavior	6
PRS200	Introduction to Public Relations	6
PSY214	An Introduction to Group Dynamics	6
LDR230	Essentials of Leadership	6
AVM240	Airline Sales and E-commerce	6
MGT205	Organizational Behavior	5
BUS201	International Business	5
BUS360	Innovation and Entrepreneurship	5
ECO101	Principles of Microeconomics	5
TOTAL ECTS		80

MAJOR ELECTIVES (Students must choose 7 of the following courses)		
FIN101	Essentials of Financial Analysis	6
AVM113	Introduction to Airline Management	5
AVM114	Introduction to Airport Management	5
AVM115	Introduction to Air Traffic Services	5
AVM116	Private Pilot Flight Training	6
AVM125	Aviation Communication	5
AVM250	Airline Operations Management	5
AVM251	Airport Operations Management	5
MGT240	Human Resource Management	5
MGT304	International Management	6
MGT310	Management of Services	6
AVM323	Crew Resource Management	5
AVM350	Airport Security	5
AVM351	Airline Safety and Safety Management Systems	5
AVM352	Airline Network Management	5
AVM411	Internship	6
AVM430	Management of Change	5
	TOTAL ECTS	35

FREE ELECTIVES	10
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TABLE 1: COURSE DISTRIBUTION PER SEMESTER

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
Semester 1 (30 ECTS)								
1	Compulsory	Writing for Business Studies	ENB220	3	50	14	42	6
2	Compulsory	Information Technology for Aviation	AVM110	3	50	14	42	4
3	Compulsory	Statistics	MAT115	3	50	14	42	5
4	Compulsory	PPL Theory	AVM111	3	50	14	42	5
5	Compulsory	Introduction to Civil Aviation Management	AVM112	3	50	14	42	5
6	Major Elective		-----	3	50	14	42	5
Semester 2 (30 ECTS)								
1	Compulsory	Operations Control in Aviation	AVM120	3	50	14	42	5
2	Compulsory	Yield and Revenue Management	AVM121	3	50	14	42	5
3	Compulsory	Introduction to Accounting	AVM122	3	50	14	42	5
4	Compulsory	Aviation Information Systems and Digitalization	AVM124	3	50	14	42	5
5	Free Elective		-----	3	50	14	42	5
6	Major Elective		-----	3	50	14	42	5

Semester 3 (30 ECTS) (Specialization 1)								
1	Compulsory	Aircraft General Knowledge - Instrumentation	AVM210	3	50	14	42	6
2	Compulsory	Human Performance	AVM211	3	50	14	42	4
3	Compulsory	Meteorology	AVM212	3	50	14	42	5
4	Compulsory	General Navigation	AVM213	3	50	14	42	4
5	Compulsory	Air Law	AVM214	3	50	14	42	5
6	Compulsory	Aircraft General Knowledge - Airframe and Systems	AVM215	3	50	14	42	6
Semester 3 (30 ECTS) (Specialization 2)								
1	Compulsory	Introduction to Business	BUS101	3	50	14	42	5
2	Compulsory	Principles of Management	MGT101	3	50	14	42	5
3	Compulsory	Introduction to Marketing	MAR101	3	50	14	42	5
4	Compulsory	Business Communication in English	ENB225	3	50	14	42	5
5	Compulsory	Business Calculus and Applications	BUS195	3	50	14	42	5
6	Compulsory	Airline Commercial Operations	AVM230	3	50	14	42	5

Semester 4 (30 ECTS) (Specialization 1)								
1	Compulsory	Flight Planning and Monitoring	AVM220	3	50	14	42	5
2	Compulsory	Radio Navigation	AVM221	3	50	14	42	5
3	Compulsory	Mass and Balance	AVM222	3	50	14	42	4
4	Compulsory	Flight Performance	AVM223	3	50	14	42	5
5	Compulsory	Operational Procedures	AVM224	3	50	14	42	5
6	Compulsory	Principles of Flight	AVM225	3	50	14	42	6
Semester 4 (30 ECTS) (Specialization 2)								
1	Compulsory	Consumer behavior	MAR204	3	50	14	42	6
2	Compulsory	Introduction to Public Relations	PRS200	3	50	14	42	6
3	Compulsory	An Introduction to Group Dynamics	PSY214	3	50	14	42	6
4	Compulsory	Essentials of Leadership	LDR230	3	50	14	42	6
5	Compulsory	Airline sales and e-commerce	AVM240	6	50	14	42	6

Semester 5 (30 ECTS) (Specialization 1)								
1	Compulsory	VFR and IFR Communications	AVM320	3	50	14	42	5
2	Compulsory	Multi Crew Cooperation	AVM311	3	50	14	42	5
3	Compulsory	Professional Pilot Flight Training	AVM312	155 Hours of Flight Training				10
4	Free Elective		-----	3	50	14	42	5
5	Major Elective		-----	3	50	14	42	5
Semester 5 (30 ECTS) (Specialization 2)								
1	Compulsory	Organizational Behavior	MGT205	3	50	14	42	5
2	Compulsory	International Business	BUS201	3	50	14	42	5
3	Compulsory	Innovation and Entrepreneurship	BUS360	3	50	14	42	5
4	Compulsory	Principles of Microeconomics	ECO101	3	50	14	42	5
5	Free Elective		-----	3	50	14	42	5
6	Major Elective		-----	3	50	14	42	5

Semester 6 (30 ECTS)								
1	Compulsory	Contemporary Leadership and Team Building	LDR365	3	50	14	42	6
2	Compulsory	Quality Management and Compliance Monitoring	AVM320	6	50	14	84	8
3	Compulsory	Project Management in Aviation	AVM321	3	50	14	42	5
4	Major Elective		-----	3	50	14	42	5
5	Major Elective		-----	3	50	14	42	5
Semester 7 (30 ECTS)								
1	Compulsory	Aviation Psychology and Human Factors	AVM410	3	50	14	42	6
2	Compulsory	Emergency Response & CSR	AVM411	6	50	14	84	7
3	Compulsory	Health and Safety Management and Safety Culture	AVM412	3	50	14	42	7
4	Major Elective		-----	3	50	14	42	5
5	Major Elective		-----	3	50	14	42	5

Semester 8 (30 ECTS)								
1	Compulsory	Strategic Management in Aviation	AVM420	3	50	14	42	7
2	Compulsory	Airworthiness and Certification Procedures	AVM421	6	50	14	84	7
3	Compulsory	Business Research	BUS215	3	50	14	42	6
4	Compulsory	Aviation Project	AVM422	-----	-----	-----	-----	10

LIST OF COMPULSORY AND ELECTIVE COURSES

A/A	CODE	COURSE TITLE	PAGE
1	ENB220	Writing for Business Studies	19
2	AVM110	Information Technology for Aviation	22
3	MAT115	Statistics	25
4	AVM111	PPL Theory	28
5	AVM112	Introduction to Civil Aviation Management	32
6	AVM120	Operations Control in Aviation	34
7	AVM121	Yield and Revenue Management	36
8	AVM122	Introduction to Accounting	38
9	AVM124	Aviation Information Systems and Digitalization	40
10	LDR365	Contemporary Leadership and Team Building	43
11	AVM320	Quality Management and Compliance Monitoring	45
12	AVM321	Project Management in Aviation	48
13	AVM410	Aviation Psychology and Human Factors	50
14	AVM411	Emergency Response & CSR	54
15	AVM412	Health and Safety Management and Safety Culture	56
16	AVM420	Strategic Management in Aviation	60
17	AVM421	Airworthiness and Certification Procedures	63
18	BUS215	Business Research	65
19	AVM422	Aviation Project	68
20	AVM210	Aircraft General Knowledge - Instrumentation	71
21	AVM211	Human Performance	74
22	AVM212	Meteorology	77

23	AVM213	General Navigation	80
24	AVM214	Air Law	83
25	AVM215	Aircraft General Knowledge - Airframe and Systems	86
26	AVM220	Flight Planning and Monitoring	88
27	AVM221	Radio Navigation	90
28	AVM222	Mass and Balance	93
29	AVM223	Flight Performance	95
30	AVM224	Operational Procedures	98
31	AVM225	Principles of Flight	10
32	AVM310	VFR and IFR Communications	102
33	AVM311	Multi Crew Cooperation	105
34	AVM312	Professional Pilot Flight Training	108
35	BUS101	Introduction to Business	111
36	MGT101	Principles of Management	114
37	MAR101	Introduction to Marketing	117
38	ENB225	Business Communication in English	121
39	BUS195	Business Calculus and Applications	124
40	AVM230	Airline Commercial Operations	127
41	MAR204	Consumer behavior	130
42	PRS200	Introduction to Public Relations	134
43	PSY214	An Introduction to Group Dynamics	137
44	LDR230	Essentials of Leadership	140
45	AVM240	Airline Sales and E-commerce	144
46	MGT205	Organizational Behavior	146

47	BUS201	International Business	151
48	BUS360	Innovation and Entrepreneurship	155
49	ECO101	Principles of Microeconomics	158
50	FIN101	Essentials of Financial Analysis	163
51	AVM125	Aviation Communication	166
52	AVM113	Introduction to Airline Management	169
53	AVM114	Introduction to Airport Management	171
54	AVM115	Introduction to Air Traffic Services	174
55	AVM116	Private Pilot Flight Training	180
57	AVM250	Airline Operations Management	184
58	AVM251	Airport Operations Management	187
59	MGT310	Management of Services	190
60	MGT240	Human Resource Management	193
61	MGT304	International Management	198
62	AVM323	Crew Resource Management	201
63	AVM350	Airport Security	205
56	AVM351	Airline Safety and Safety Management Systems	209
64	AVM352	Airline Network Management	211
65	AVM411	Internship	213
66	AVM430	Management of Change	216

Course Title	Writing for Business Studies				
Course Code	ENB220				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 1 st Semester				
Instructor's name	Claire Georgiou				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The aim of the course is to help students of the School of Business develop the academic and professional writing skills necessary to be successful in their future coursework and in their future workplace. The course uses a process-based approach to writing that blends both traditional organization and terminology with current findings in composition to help Business students utilize various strategies and organizational techniques. 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.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to</p> <ul style="list-style-type: none"> • Demonstrate the ability to use Business English at a B2+C1 CEFR(advanced) level • Analyze and evaluate audience/purpose/situation as they apply to business writing contexts • Apply the steps of the writing process to generate ideas, focus, support, draft, revise and edit one's writing • Use a thesis statement, topic sentences and specific support for the academic essay and other forms of business rhetoric; write effective introductions and conclusions • Recognize and use various patterns (rhetorical modes) and evaluate one's writing for unity, coherence and support • Apply the writing process to the development of a research paper on a business topic; summarizing, paraphrasing, quoting and documenting sources • Conduct primary and secondary research relevant to topic; integrate appropriate sources using the HARVARD referencing style 				
Prerequisites	ENB193 or Placement Test		Co-requisites	None	

<p>Course Content</p>	<ul style="list-style-type: none"> • Essay Writing : Students become acquainted with the proper form and steps for presenting their ideas and are introduced to methods of analysis. These methods involve essay organization processes and may include the following patterns: <ol style="list-style-type: none"> 1. Cause and Effect 2. Comparison and Contrast 3. Definition 4. Division and Classification 5. Process and Analysis 6. Exemplification • Conducting Research and Documenting Sources: Students learn to critically investigate and incorporate a variety of research sources including using the library’s electronic databases. To aid in the recognition and avoidance of plagiarism, students develop skills in summary and paraphrase writing with referencing of original sources. In-text referencing and the compilation of a list of references are discussed and practiced. • Writing from 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>All the above writing exercises are approached from different bases for evaluating essay writing such as unity, support, coherence and sentence skills.</p> <p>Recent developments and contemporary issues pertaining to the business sector are utilized throughout the course.</p>
<p>Teaching Methodology</p>	<p>Face-to face</p>
<p>Bibliography</p>	<p>Langan, John: <i>College Writing Skills</i> Latest electronic edition, McGraw-Hill, Inc.</p> <p>Clouse, B.F.: <i>Transitions: From Reading To Writing</i> Latest Edition, McGraw-Hill</p> <p>Raimes, A.: <i>Keys For Writers</i> Latest Edition, Houghton Mifflin</p> <p>Glenn, C and: <i>Writer’s Harbrace Handbook</i> Miller R. et al. Latest Edition, Wadsworth</p>

Assessment	<table border="1"> <tr> <td data-bbox="646 254 1089 289">Final Examination</td> <td data-bbox="1089 254 1328 289">30%</td> </tr> <tr> <td data-bbox="646 289 1089 325">Essay Writing</td> <td data-bbox="1089 289 1328 325">30%</td> </tr> <tr> <td data-bbox="646 325 1089 361">Research Skills Assignments</td> <td data-bbox="1089 325 1328 361">30%</td> </tr> <tr> <td data-bbox="646 361 1089 396">Attendance / Participation</td> <td data-bbox="1089 361 1328 396">10%</td> </tr> <tr> <td data-bbox="646 396 1089 432">Total</td> <td data-bbox="1089 396 1328 432">100%</td> </tr> </table>	Final Examination	30%	Essay Writing	30%	Research Skills Assignments	30%	Attendance / Participation	10%	Total	100%
Final Examination	30%										
Essay Writing	30%										
Research Skills Assignments	30%										
Attendance / Participation	10%										
Total	100%										
Language	English										

Course Title	Information Technology for Aviation				
Course Code	AVM110				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 1 st Semester				
Instructor's name	Dr. Christos Dimopoulos, Chrysostomos Chrysostomou				
ECTS	4	Lectures / week	3 Hours / 7 Weeks	Laboratories / week	3 Hours / 7 Weeks
Course Purpose and Objectives	<p>The purpose of the "Information Technology for Aviation" course is to provide students with knowledge regarding the basic theory of Information and Communication Technologies (ICT) and provide them with practical training on using a variety of software applications that can assist them both during their studies and in their work environment.</p> <p>The course begins with an introduction to computer systems including their hardware and software components. It then makes references to computer networks, the Internet and their applications. The course continues with practical work on mainstream office software used for word processing, spreadsheet management, presentations and communication. Finally, it concludes with a tour of modern aviation related applications and websites.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the basic concepts of ICT • Describe the main hardware parts of a computer systems • Describe the main types of software • Demonstrate ability to create and edit word processing documents • Demonstrate ability to create and edit spreadsheet documents • Demonstrate ability to create and edit presentations • Demonstrate ability to efficiently use communication software • Demonstrate knowledge of aviation related applications and websites 				
Prerequisites	None	Co-requisites	None		
Course Content	The material included in this course covers the following subjects:				

Computer theory

- **General concepts:** Internal hardware, basic peripheral, basic operating systems.
- **Hardware components:** Storage devices (RAM, HDD, SSD, Optical, Memory Cards, USB Flash Drives etc.), CPU, Sound card, Video card, Expansion slots, Inside the case.
- **Computer peripherals:** Printers, data ports (USB, Ethernet, FireWire etc.), video ports, audio ports.
- **Types of computers:** Desktop, Laptop, Netbook, Tablet, Hybrid, Mainframe, Supercomputer.
- **Hardware specifications:** Mac or PC, Computer Specs, Printer Specs.
- **The Internet:**
- **Computer Networks and the Internet:** LAN, MAN, WAN, P2P, Client-Server, Ethernet, Cellular, Bluetooth. The Internet, Internet connections, Wi-Fi, WWW, Cloud Computing.
- **Computer Software:** The Operating System, Applications, Windows file management, System Maintenance.

Microsoft Office

- **Getting started:** Office packages, Cloud, Microsoft Accounts, Exchange Email for mobile devices, Outlook app, Office apps for iOS, OneDrive.
- **Office on the Web:** Web apps, Mail, Calendar, People, Docs, OneDrive.
- **Microsoft Word 2016:** Introduction, ribbons, text formatting, paragraph formatting, page formatting, tables, graphics, using templates.
- **Microsoft Excel 2016:** Introduction, ribbons, entering data, formatting cells/rows/columns, sorting data, freeze panes, using formulas and functions, relative and absolute referencing, adding charts, page setup, print options.
- **PowerPoint 2016:** Introduction, ribbons, creating a new presentation, slide design, adding content (text, images, tables, charts), slide masters, notes, animations, transitions, adding video, adding sound, printing.
- **Microsoft Outlook 2016:** Introduction, ribbons, sending emails, managing emails, contacts, calendar.

Aviation applications

The students will be introduced to a number of aviation related applications and websites that will either assist them in their day to day operations in their work environment or it will provide them with examples of how ICT can be applied in the aviation industry and

	<p>what benefits will it provide. Such applications and websites may include:</p> <ul style="list-style-type: none"> • Logbook keeping applications (e.g. mccPilotLog - http://www.mccpilotlog.net/) • Flight Scheduling (e.g. FlightSchedule Pro - https://www.flightschedulepro.com/) • Airline booking applications and websites • Aviation information websites (METARS, NOTAMS etc.) • Flight tracking applications and websites • etc. 								
Teaching Methodology	Face-to face								
Bibliography	<ul style="list-style-type: none"> • Kevin Wilson. <i>Essential Computing: Concepts of ICT.</i> Elluminet Press. 2016. ISBN 978-1911174226. • Kevin Wilson. <i>Essential Office 2016.</i> Elluminet Press. 2017. ISBN 978-1911174301. • Nawal K. Taneja. <i>The Passenger Has Gone Digital and Mobile: Accessing and Connecting Through Information and Technology.</i> Routledge 2016. ISBN 9781409435020 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignment(s)</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignment(s)	20%	Participation	10%		100%
Examinations	70%								
Assignment(s)	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Statistics				
Course Code	MAT115				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 1 st Semester				
Instructor's name	Dr. Demetris Hadjiloucas				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of this course is to introduce students to the methods for collecting, summarizing, and learning from data. Students will be able:</p> <ul style="list-style-type: none"> • Appreciate the significance of applications in statistics. • Present basic statistical concepts and their use in descriptive and inferential statistics. <p>Emphasis is placed on active learning, exploration of genuine data, and use of technological tools specifically developed for demonstrating and investigating statistical concepts.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Recognize different types of data and choose between tabular and graphical methods to present qualitative and quantitative data • Construct, interpret, and use numerical measures of location and variability for the sample and population • Apply basic probability concepts in decision-making • Describe the properties of the Binomial, Poisson and Normal distributions, and apply the concepts of expected value and variance of a distribution to a variety of business applications • Describe the concept of sampling distributions and of the role of the Central Limit Theorem in inferential statistics • Construct and interpret interval estimates for a population mean and a population proportion 				
Prerequisites	None	Co-requisites	None		
Course Content	<ul style="list-style-type: none"> • Introduction: Role of statistics in fields: science, social sciences, business studies. Possible sources of error in statistical surveys. Types of data. 				

	<ul style="list-style-type: none"> • Tabulation of Data: Raw data and frequency distributions. Intervals, limits and boundaries. Relative frequency. Graphical presentation of frequency distributions: Bar chart, pie chart, histogram, frequency polygon and frequency curve. Cumulative frequency and graphical presentation. • Statistical Measures: Central Tendency, Mean, Median, Mode for a simple set and a frequency distribution. • Statistical Measures of Dispersion: Range, Average Deviation and Standard Deviation from the Mean. Variance. Coefficient of variation. Coefficient of skewness. Kyrtnosis. • Probability and Probability Distributions: Experiments and Events. Elementary Probability. Addition Rule for Mutually Exclusive Events. Multiplication Rule for independent events and dependent events. Random variables and probability distributions. Expected Value. Special probability distributions: Binomial, Poisson and Normal. • Random Samples and their Statistics: Introduction to sampling concepts and techniques. Advantages and accuracy of sampling. Sampling. Distribution of Means: Mean and Standard Deviation. Central Limit Theorem. • Estimating means and percentages: Interval estimates. Estimating the population mean. Determination of sample size. • Use of technology (SPSS - Statistical analysis software): As a tool for analyzing data and as a vehicle through which to explore statistical concepts. • Recent developments and contemporary issues pertaining to the subject-matter of the course.
Teaching Methodology	Face-to face
Bibliography	<p>R. D. Mason, D. A. Lind, & W. G. Marchall STATISTICAL TECHNIQUES FOR BUSINESS AND ECONOMICS, Irwin/McGraw-Hill</p> <p>Sanders, Eng, Murph, STATISTICS. A FRESH APPROACH, McGraw Hill</p> <p>Rossman, A. J., Chance, B. L. & Lock, R., WORKSHOP STATISTICS: DISCOVERY WITH DATA AND FATHOM. Key College Publishing.</p>

	<p>Erickson, T., DATA IN DEPTH, EXPLORING MATHEMATICS WITH FATHOM, Key Curriculum Press.</p> <p>Francis, M., ADVANCED LEVEL STATISTICS Stanley Thornes Publishers</p> <p>Hamburg, M., BASIC STATISTICS, Harcourt Brace Jovanovick</p> <p>Iman, R. & Conover, W., MODERN BUSINESS STATISTICS, Willey</p> <p>Naiman, A., Zierkel, G., Rosenfield, R., UNDERSTANDING STATISTICS, McGraw-Hill</p> <p>Johnson/Bhattacharya, STATISTICS, Wiley</p> <p>Strait, P., A FIRST COURSE IN PROBABILITY & STATISTICS WITH APPLICATIONS Harcourt Brace Jovanovick</p>						
Assessment	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; width: 60%;">Examinations</td> <td style="border: 1px solid black; text-align: center; width: 40%;">95%</td> </tr> <tr> <td style="text-align: center;">Participation</td> <td style="border: 1px solid black; text-align: center;">5%</td> </tr> <tr> <td></td> <td style="border: 1px solid black; text-align: center;">100%</td> </tr> </table>	Examinations	95%	Participation	5%		100%
Examinations	95%						
Participation	5%						
	100%						
Language	English						

Course Title	PPL Theory				
Course Code	AVM111				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 1 st Semester				
Instructor's name	Nicos Kountouris, Xenophon Xenophontos, Sila Michaelides, Phivos Christofides, Michael Kashiotis				
ECTS	5	Lectures / week	3 Hours / 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The PPL (Private Pilot License) theory course's purpose is to provide the knowledge necessary for the student to take the PPL theoretical examination, which together with the respective practical examination (flight test) leads to the PPL qualification (awarded by the Department of Civil Aviation). The course trains students on all the necessary subjects that include: Air Law and ATC procedures, Human Performance, Meteorology, Communications, Principles of Flight (Airplane), Operational Procedures, Flight Performance & Planning, Aircraft General Knowledge and Navigation.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define all the necessary laws according to which private flight operations are conducted • Demonstrate knowledge of all ATC procedures relating to private flights • Demonstrate understanding of the human performance factors that affect flying abilities • Define the meteorological terms relating to general aviation • Demonstrate knowledge of the meteorological factors that may affect general aviation • Demonstrate knowledge of the air-traffic related communication procedures • Demonstrate abilities of effective air-traffic communication • Define the basic terms relating to principles of flight of aeroplanes • Demonstrate knowledge regarding the application of principles that affect the flights of aeroplanes 				

	<ul style="list-style-type: none"> • Demonstrate clear knowledge of the main operating and emergency procedures that may be applied during a general aviation flight • Define the main terms relating to flight performance and planning • Demonstrate ability to successfully use the main procedures for flight planning • Demonstrate knowledge of all SEP aeroplane systems, their usage and checking procedures. • Define the navigation terms that relate to general aviation. • Demonstrate abilities for effectively applying general aviation navigation techniques. 		
Prerequisites	None	Co-requisites	None
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Air law and ATC procedures: The Convention on International Civil Aviation - Air Navigation, Airworthiness of Aircraft, Aircraft Nationality and Registration Marks, Personnel Licensing, Rules of the Air, Air Operations, Air traffic management, Aeronautical Information Service, Aerodromes, Search and Rescue, Security, Aircraft, Accident Investigation, National Law. • Human Performance: Basic concepts, Human Factors in aviation, Basic Aviation Physiology and Health Maintenance, Man and Environment, Basic. Aviation Psychology, Human error and reliability, Decision making, Avoiding and managing errors - cockpit management, Human behaviour, Identification of hazardous attitudes (error proneness). • Meteorology: The Atmosphere, Air temperature, Atmospheric pressure, Air density, ISA, Altimetry, Wind, Turbulence, Thermodynamics, Clouds, Fog, Mist, Haze, Precipitation, Air masses and fronts, Pressure systems, Climatology, Flight hazards (Icing, Turbulence, Wind shear, Thunderstorms, Inversions, Hazards in mountainous areas, Visibility reducing phenomena), Meteorological information, Weather charts, Information for flight planning, Meteorological services. • Communications: VFR Communications, Definitions, General Operating Procedures, Relevant Weather Information Terms (VFR), Communication Failure, Distress And Urgency Procedures, General Principles of VHF Propagation and Allocation of Frequencies. • Principles of flight (aeroplanes): Subsonic Aerodynamics, Basics concepts, laws and definitions, Two-dimensional airflow about an aerofoil, Coefficients, Three-dimensional airflow round a wing and a fuselage, Drag, Ground effect, Stall, CL 		

	<p>augmentation, boundary layer, Stability, Control, Mass balance, Trimming, Limitations, Manoeuvring envelope, Gust envelope, Propellers, Flight Mechanics.</p> <ul style="list-style-type: none"> • Operational procedures: General, Operation of aircraft, Special Operational Procedures and Hazards (general aspects), Noise abatement, Fire/smoke, Windshear and microburst, Wake turbulence, Emergency and precautionary landings, Contaminated runways. • Flight Performance & Planning: Mass and Balance, Loading, Mass and Balance Details of Aircraft, Determination of CG position, Performance – Aeroplanes (Introduction, Single-Engine Aeroplanes, Take-off and landing performance), Flight Planning and Flight Monitoring: Pre-flight Preparation, Extraction and analysis of relevant data from meteorological documents, ICAO Flight Plan (ATS Flight Plan), Flight Monitoring and In-flight Re-planning. • Aircraft General Knowledge: Airframe and Systems (Airframe, Hydraulics, Landing Gear, Wheels, Tyres, Brakes, Flight Controls, Anti-icing Systems, Fuel System, Electrics, Piston engines), Instrumentation (Instrument and Indication Systems, Measurement of Aerodynamic Parameters, Magnetism – Direct Reading Compass, Gyroscopic Instruments), Communication Systems, Alerting Systems, Proximity Systems, Integrated Instruments – Electronic Displays. • Navigation: General Navigation, Basics of Navigation (The solar system, The earth, Time and time conversions, Directions, Distance), Magnetism and Compasses, Charts, Dead Reckoning Navigation (DR), Use of the navigational computer, In-Flight Navigation, Radio Navigation (Ground D/F, NDB/ADF, VOR, DME), Radar, Global Navigation Satellite Systems (GPS/GLONASS/GALILEO).
Teaching Methodology	Face – to – face
Bibliography	<ul style="list-style-type: none"> • PPL Course Manuals (e.g. Trevor Thom, <i>The air pilot's manual</i>) <ul style="list-style-type: none"> ○ Vol.1: Flying Training ○ Vol. 2: Aviation Law & Meteorology ○ Vol. 3: Navigation ○ Vol. 4: The aeroplane technical ○ Vol. 5: Radio Navigation & Instrument flying ○ Vol. 6: Human Performance & Operational Procedures ○ Vol. 7: Communications • PPL CBT Software • EASA Part-FCL (A) Syllabus and Student Record of Training.

Assessment	<table border="1"> <tr> <td data-bbox="472 191 1011 268">Examinations</td> <td data-bbox="1011 191 1489 268">90%</td> </tr> <tr> <td data-bbox="472 268 1011 306">Participation</td> <td data-bbox="1011 268 1489 306">10%</td> </tr> <tr> <td data-bbox="472 306 1011 373">TOTAL</td> <td data-bbox="1011 306 1489 373">100%</td> </tr> </table>	Examinations	90%	Participation	10%	TOTAL	100%
Examinations	90%						
Participation	10%						
TOTAL	100%						
Language	English						

Course Title	Introduction to Civil Aviation Management				
Course Code	AVM112				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 1 st Semester				
Instructor's name	Nadine Itani				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Civil Aviation Management course is to provide the student with a broad overview and perspective of the civil aviation sector, its major elements and their interfaces in an integral economic system. Students learn the main functions and responsibilities of a CAA: the regulatory framework, ICAO, Annexes, Standards and Recommended Practices (SARPs), the Continuous Monitoring Approach (CMA) to safety, ICAO audits and the State Safety Program (SSP). On the commercial and management side, it provides knowledge on Civil Aviation Master Planning, business planning, financial issues, fees and charges, commercialization, private sector participation and privatization. The course focuses examination of each element, their key requisites and the regulatory and operational best practices to meet these requirements and address prevailing and future challenges.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the fundamental principles, and main aspects and factors of civil aviation • Discuss each of the major civil aviation elements, their inter- and external linkages, and their essentials • Integrate policies, strategies and methods in meeting the key requirements and dealing with issues 				
Prerequisites	None	Co-requisites	None		
Course Content	The material included in this course cover the following subjects:				

	<ul style="list-style-type: none"> • Air Transport/Aviation and Economic Development: Economic Development and the Aviation Sector, Air Transport Development-EUROMED Experience. Air Transport Law and Regulations, Airline Strategies, Aviation and Human Resource Development, International Aviation and Climate Change, Public Governance and Policies. • Airport Planning and Management: Fundamentals of Airport Planning and Design, Airport Management, Airport-Airlines Collaboration in Hub Airport, Airport-Airlines Partnership – success stories, Airport Commercial Management – success stories, Service Quality Management – ACI ASQ. • Aviation Safety and Security: Safety Oversight and State Safety Programme, Safety Oversight of Air Operators and Approved Organisations, Safety Oversight of Aerodromes, Safety Oversight of Air Navigation Services, Safety Management Systems, Aviation Security, Safety and Security Aspects in Handling Dangerous Goods, Human Factors in Aviation. • Air Traffic Management: Air Traffic Management, Global Air Navigation Plan and Aviation System Block Upgrades, Crisis Management and Emergency/Business Continuity Planning. • Crisis Management in Aviation: Emergency Response to Aircraft Accidents, Aircraft Accident Investigation and Management, Crisis Communications, Business Continuity Planning 								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Dobson, A., <i>A History of International Civil Aviation: from its origins through transformative evolution</i>, New York, Routledge, 2017. • Calderon, D., <i>Aviation Investment: economic appraisal for airports, air traffic management, airlines and aeronautics</i>, New York, Routledge, 2014. • Itani, N., <i>Civil Aviation Policy Development: a strategic planning approach</i>, Germany, Lambert Publishing, 2017. 								
Assessment	<table border="0"> <tr> <td data-bbox="500 1591 708 1625">Examinations</td> <td data-bbox="1013 1591 1211 1625" style="border: 1px solid black; text-align: center;">60%</td> </tr> <tr> <td data-bbox="500 1629 708 1663">Assignment(s)</td> <td data-bbox="1013 1629 1211 1663" style="border: 1px solid black; text-align: center;">30%</td> </tr> <tr> <td data-bbox="500 1667 708 1701">Participation</td> <td data-bbox="1013 1667 1211 1701" style="border: 1px solid black; text-align: center;">10%</td> </tr> <tr> <td></td> <td data-bbox="1013 1705 1211 1738" style="border: 1px solid black; text-align: center;">100%</td> </tr> </table>	Examinations	60%	Assignment(s)	30%	Participation	10%		100%
Examinations	60%								
Assignment(s)	30%								
Participation	10%								
	100%								
Language	English								

Course Title	Operations Control in Aviation				
Course Code	AVM120				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 2 nd Semester				
Instructor's name	Michael Amprikidis				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Operations Control in Aviation course is to provide the student with the knowledge required in order to be able to understand the airline operations control environment. The course aims to cover subjects like airline supervision and control, the operations control center functions and the decision making mechanisms ensuring the cost effective and safe running of the airline operations.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define the main operational control principles and organisation requirements. • Describe the roles and responsibilities of the operational control personnel. • Describe the decision making process and how these affect the financials of the airline. • Describe the processes of the operational control which ensure that flight safety is always the first priority 				
Prerequisites	AVM112	Co-requisites	None		
Course Content	<ul style="list-style-type: none"> • Description of the operations control in the management system • Compliance of operations control • The organisation and methods established to exercise operational control • The roles, responsibilities and competency of the personnel involved in the operations control of the airline • Shared vs Non-shared responsibility of flight dispatch. • Initiation, continuation and termination of flights • Handling disruptions in the operations control 				

Teaching Methodology	Face-to face								
Bibliography	<ul style="list-style-type: none"> • Mark J. Holt, Phillip J. Poynor. <i>Air Carrier Operations</i> 2nd Edition. Aviation Supplies and Academics, Inc.; 2 edition (2016) ISBN 978-1619543171 • James Alan Albright. <i>International Operations Flight Manual.</i> Code7700 LLC, 1st edition (2016). ISBN 978-0986263040 • Peter J. Bruce. <i>Understanding Decision-making Processes in Airline Operations</i> Control. Routledge, 1st edition (2016). ISBN 978-1409411482. • Massoud Bazargan. <i>Airline Operations and Scheduling</i>, 2nd Edition, Routledge, 2016. ISBN 978-0754679004. • Air Ops Annex I to IIIV. Commission Regulation (EU) No 965/2012 on air operations and related EASA Decisions (AMC & GM and CS-FTL.1). Consolidated version. Revision 91 May 2017 (online pdf) • Airline Operations Manuals • IOSA Standarts Manual edition 12 								
Assessment	<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Examinations</td> <td style="border: 1px solid black; text-align: center;">70%</td> </tr> <tr> <td>Assignments</td> <td style="border: 1px solid black; text-align: center;">20%</td> </tr> <tr> <td>Participation</td> <td style="border: 1px solid black; text-align: center;">10%</td> </tr> <tr> <td></td> <td style="border: 1px solid black; text-align: center;">100%</td> </tr> </table>	Examinations	70%	Assignments	20%	Participation	10%		100%
Examinations	70%								
Assignments	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Yield and Revenue Management				
Course Code	AVM121				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 2 nd Semester				
Instructor's name	Michael Amprikidis				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of this course is to provide the student with sufficient knowledge and understanding of the Yield and Revenue Management principles in the airline industry.</p> <p>The course main characteristics is the analysis and implementation of revenue management technics as well as the appreciation and subsequent calculation of the demand conditions and the appropriate fare offering in these conditions.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe key concepts like yield, cost, revenue and profit • Describe the yield and revenue management technics used in the airline industry. • Evaluate the demand conditions and propose fare prices taking into account the time limit nature of the offered product and the competition in the market • Describe the inventory concept and how it is controlled. • Describe price sensitivity among various groups of passengers. • Describe how to maximise yield by taking into account the probabilistic nature of the revenue management concept • Establish fare business rules and differential fare structure • Establish reliable forecasts of demands, no/go-shows, cancellations and overbookings 				
Prerequisites	AVM112	Co-requisites	None		
Course Content	<p>The material in this course cover the following subjects</p> <ul style="list-style-type: none"> • Introduction to Yield and Revenue management • Revenue management techniques • Demand conditions and forecast methods • Market segmentation 				

	<ul style="list-style-type: none"> • Defining product time limits • Pricing and fare structure • Classes of fares • Business rules • Setting up the seat inventory • Fare optimization • Cross-price elasticity and customer behaviour • Demonstration of revenue management tools and techniques through the AirRM revenue management system (http://ww1.revenuemanagement.com/airrm) 		
Teaching Methodology	Face-to face		
Bibliography	<ul style="list-style-type: none"> • Robert Phillips. <i>Pricing and Revenue Optimization.</i> ISBN: 978-0804746984. Stanford Business Books. 2005. • Ozalp Ozer, Robert Phillips. <i>The Oxford Handbook of Pricing Management (Oxford Handbooks)</i> 1st Edition. 978-0199543175. 2012. • Saul J. Berman. <i>Not for Free: Revenue Strategies for a New World.</i> Harvard Business Review Press. 2011. ISBN 978-1422131671 • Bijan Vasigh, Kenneth Fleming, Barry Humphreys. <i>Foundations of Airline Finance: Methodology and Practice.</i> 2nd Edition. Routledge 2015. ISBN 978-0-415-74326-6. • Doramas Jorge-Calderón. <i>Aviation Investment: Economic Appraisal for Airports, Air Traffic Management, Airlines and Aeronautics.</i> Routledge, 1st edition (2016). ISBN 978-1138270206. • Bijan Vasigh, Ken Fleming. <i>Introduction to Air Transport Economics: From Theory to Applications.</i> Routledge. 2nd edition (2016). ISBN 978-1409454878. • Gerardus Blokdyk. <i>Yield Management Complete Self-Assessment Guide.</i> CreateSpace Independent Publishing Platform (2017). ISBN 978-1546964995. 		
Assessment	Examinations	70%	
	Assignments	20%	
	Participation	10%	
		100%	
Language	English		

Course Title	Introduction to Accounting				
Course Code	AVM122				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	1 ST Year / 2 nd Semester				
Instructor's name	Dr. Loukia Evripidou				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>Effective leadership in today's complex and highly regulated business environment demands more than a working knowledge of basic accounting practices. Managers must fully grasp sophisticated financial and managerial accounting concepts and be able to apply them with ease in handling day-to-day responsibilities. This course approaches the field from a decision maker's perspective, offering a clear understanding of accounting concepts. Students will gain hands-on knowledge about the accounting cycle, financial statements and financial reporting. Special attention will be given to accounting information used to assist management in operating the business, including product costing and budgeting.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain the usefulness of accounting information in the decision making process • Prove an understanding of the role of accounting information in the business environment • Demonstrate the ability to interpret and present accounting data in accordance professional financial reporting requirements • Analyze and interpret financial statements to evaluate organizational performance • Establish an understanding of management accounting principles and techniques and their application to organizational planning, decision making and problem solving. 				
Prerequisites	None		Co-requisites	None	
Course Content	Specific topics to be covered include the following:				

	<ul style="list-style-type: none"> • An overview of the financial reporting process including the objectives of financial reporting. • The accounting cycle which involves analyzing, recording and summarizing an entity's transactions in the books and records of an organization in order to prepare financial statements as well as other financial information. • Analyzing and interpreting Financial statements • An overview of management accounting and its role in the decision making process. • The application of different accounting techniques • Preparation of budgets for planning and control purposes • Comparison of actual costs with standard costs and the analysis of any variances • Cost-volume-profit Analysis. 								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Paul M. Collier, <i>Accounting for Managers, Interpreting Accounting Information for Decision-Making</i>, Latest available edition, Wiley Publications. • Antony, R.N. Hawkins, D.F. and Merchant, K.A. <i>Accounting: Text and Cases</i>, Latest available edition , McGraw Hill. • Meigts, Williams, Haka And Bettner, <i>Financial and Managerial Accounting: The Basis for Business Decisions</i>, Latest available edition , McGraw Hill. • R. Garrison and E. Noreen. <i>Managerial Accounting</i>, Latest available edition (international), R. Garrison and E.Noreen. • BPP Notes for F2-ACCA • BPP Notes for F3-ACCA 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignments</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignments	20%	Participation	10%		100%
Examinations	70%								
Assignments	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Aviation Information Systems and Digitalization				
Course Code	AVM124				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 2 nd Semester				
Instructor's name	Christos Dimopoulos, Chrysostomos Chrysostomou				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Aviation Information Systems course is to provide the students with an understanding of what are Information Systems and how they can be applied within the aviation industry. The course provides a comprehensive understanding of current Information Systems and their applications in a business environment as well as the processes through which such systems are developed. It then goes on to analyze the issues relating to information management within the aviation sector and to outline the systems that are used to enable it. It finally involves the students in studying the possible applications of Information Systems in current and future aviation operations.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define the term Information Systems and the components that constitute it • Explain the major components of the information technology infrastructure of an organization: hardware and software, data resources, telecommunications and networks and the Internet • Differentiate knowledge management and describe how knowledge management supports organizational decision-making and affects strategic success • Describe the process of developing an information system • Analyse the information management needs within an aviation related environment • Describe the technologies and the software solutions that can be used in aviation and the ways in which they can be applied • Evaluate modern technologies, their possible applications in aviation and their benefits 				
Prerequisites	AVM110	Co-requisites	None		

<p>Course Content</p>	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Introduction to Information System <ul style="list-style-type: none"> ○ An Introduction to Information Systems in Organizations. ○ Hardware and Software. ○ Database Systems and Business Intelligence. ○ Telecommunications, Internet, Intranets and Extranets. • Business Information Systems. <ul style="list-style-type: none"> ○ Electronic and Mobile Commerce and Enterprise Systems. ○ Information and Decision Support Systems. ○ Knowledge Management and Specialized Information Systems. • Systems Development <ul style="list-style-type: none"> ○ Information Systems development process • Information Management in Aviation <ul style="list-style-type: none"> ○ Structure of Aviation Operational Information ○ Management of Aviation Operational Information ○ Innovations in Aviation Operational Information • Technologies for Aviation <ul style="list-style-type: none"> ○ Information driven and technology-enabled solutions for airlines and passengers ○ Internet based applications ○ Mobile applications ○ Social media ○ Specific Software packages for passenger reservations, crew and aircraft scheduling, route profitability, engineering stock control and compliance audit. • The digitalization of aviation processes and the impact on: <ul style="list-style-type: none"> ○ Operations management (Systems like AIMS, LIDO, FlySMart etc.) ○ Commercial management (SABRE, AirRM etc.) ○ Passenger relations • Future technologies and applications <ul style="list-style-type: none"> ○ Analysis of new technologies ○ Application of new technologies in aviation related operations ○ Benefits of these applications
<p>Teaching Methodology</p>	<p>Face-to face</p>

Bibliography	<ul style="list-style-type: none"> • R. Stair & G. Reynolds. <i>Fundamentals of Information Systems.</i> Course Technology, 2013 • K. C. Laudon & J. P. Laudon. <i>Management Information Systems,</i> Prentice Hall, 2013 • Thomas L. Seamster, Barbara G. Kanki. <i>Aviation Information Management: From Documents to Data.</i> Ashgate Publishing. 2002. ISBN 978-1-138-25828 • Nawal K. Taneja. <i>The Passenger Has Gone Digital and Mobile: Accessing and Connecting Through Information and Technology.</i> Routledge 2016. ISBN 9781409435020 • Aviation Information Systems Manual 								
Assessment	<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Examinations</td> <td style="border: 1px solid black; text-align: center;">70%</td> </tr> <tr> <td>Assignments</td> <td style="border: 1px solid black; text-align: center;">20%</td> </tr> <tr> <td>Participation</td> <td style="border: 1px solid black; text-align: center;">10%</td> </tr> <tr> <td></td> <td style="border: 1px solid black; text-align: center;">100%</td> </tr> </table>	Examinations	70%	Assignments	20%	Participation	10%		100%
Examinations	70%								
Assignments	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Contemporary Leadership and Team Building				
Course Code	LDR365				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 2 nd Semester				
Instructor's name	Elmos Konis				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>Leadership and success theories and strategies; ethics; coaching and mentoring; performance management; team building theories; typical team problems; team building and associated challenges; influence theory; importance of roles; change management and motivation; contemporary challenges.</p> <p>The main objective of the course is to expose students to the various theories and practices of leadership and its direct association with a performing team. The students review and learn how to apply various approaches for problem solving, coaching and mentoring. Especially, emphasis is placed on examining the leader's role in team building and effectiveness and on understanding and developing people. Students will be able to apply various techniques for performance management, change handling and success orientation. The ultimate aim is for students themselves to unravel their own leadership talent and potential.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Analyze the variables included in leadership and its association with success • Evaluate the strategies for successful leadership and change management • Become familiar with ethical leadership concepts and empowering people • Outline leaders roles in team effectiveness and explain team theories • Discuss methods for 'positive influencing' and motivating in groups and teams • Explain team building approaches and challenges. 				

Prerequisites	None	Co-requisites	None
Course Content	<p>The course focuses on current challenges for today's leaders, given the decline of the 'command and control' type leadership approach, due to the emergence of an educated and demanding work force. Thus, a team building approach is emphasized throughout. Further, although much theoretical ground is covered, the approach is highly practical, as contemporary real life challenges are scrutinized and applicable solutions are sought. Students are exposed to the reality that without a good team there is no leader, and vice versa. The course provides a practical understanding of the complex business environment of today and the skills a modern leader needs in order to navigate through these difficult times.</p>		
Teaching Methodology	Face-to-face		
Bibliography	<ul style="list-style-type: none"> • Rosenbach, W. E. (2012), "Contemporary Issues in Leadership", 7th ed., Westview Press • Wheelan S. A., (2012), "Creating Effective Teams: A Guide for Members and Leaders", 4th. Ed., Sage Publications Instructor's Manual, latest edition • Zenger J.H. and Folkman J., (2004), "The Handbook for Leaders: 24 Lessons for Extraordinary Leaders", McGraw-Hill • Hawkins, P. (2011), "Leadership Team Coaching: Developing Collective Transformational Leadership", Kogan Page 		
Assessment	Examinations	70%	
	Assignments	20%	
	Participation	10%	
		100%	
Language	English		

Course Title	Quality Management and Compliance Monitoring				
Course Code	AVM320				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 2 nd Semester				
Instructor's name	Pieris Chourides, Michael Amprikidis				
ECTS	8	Lectures / week	6 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>This course is designed to help students develop a better appreciation of the vital role of total quality management and compliance monitoring in the aviation industry and learn its basic concepts, standards and tools. The practical aspects of adopting and implementing quality standards stemmed from the aviation regulations are considered through the analysis of case studies. It provides students with practical knowledge of environmental assessment tools as well the aviation standards and the process of adoption of those standards through analysis of cases and other assignments.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate an adequate understanding of the philosophy of Compliance monitoring and implementation and its integrative role in aviation industry. • Critically evaluate the importance of Compliance management in the strategic aspect of the aviation industry and the integrated role of the customer. • Describe the proper application of basic techniques and tools of quality control. • Demonstrate the development of practical skills in appropriate adaptation and implementation of quality standards especially within the aviation operations. • Demonstrate adequate knowledge of the importance and basics of compliance management through quality audits in the aviation sector • Explore current and future trends in the field of compliance management within the aviation industry. 				

Prerequisites	None	Co-requisites	None
Course Content	<p>This course will be delivered utilising a mixed approach to teaching and learning. The course suits relevant to Quality Management issues, especially within the aviation field, combined with traditional classroom techniques (lectures and seminars), but also including interactive workshops (debates on case studies and videos) learning methods. This will ensure that the critical dimensions of the compliance Management will be attained through exploration of the relationships between theory and practice.</p> <p>The course will analyse and critically evaluate the fields of quality management and compliance monitoring with emphasis on aviation related aspects:</p> <ul style="list-style-type: none"> • Basic principles of quality management and compliance. Understanding associated terminology. • Quality Management in the context of aviation management. Quality and service policies. Customer service standards. The model for compliance management and customer service. • The role of the compliance manager in relation to the QMS. The relationship between Quality & Safety Management systems. Understanding the regulations in relation to compliance management. • Developing and implementing a QMS. Business requirement of the quality management function. Fundamental principles of auditing. Development of audit program. Best practice audit planning, conduct and reporting. Effective corrective action, audit follow up and close out mechanisms. • A process approach, quality costs and process efficiency. • EASA and FAA compliance management standards, and service audits <p>Appropriate software (e.g. Q-Pulse, https://www.ideagen.com/products/q-pulse/) will be used to demonstrate the tools and procedures that can be applied in effectively managing the compliance monitoring process.</p>		
Teaching Methodology	Face-to-face		
Bibliography	<ul style="list-style-type: none"> • Chong R. <i>Total Quality Management (TQM) in Aviation Industry</i>, RMIT University. (latest Edition) • Stolzer A.j and Goglia J.J. <i>Implementing Safety Management Systems in Aviation</i> Routledge; 2 edition (2015) 		

	<ul style="list-style-type: none"> • Goetsch D.L and Davis S.B <i>Quality Management for organizational Excellence – Introduction to Total Quality</i>, International Edition, Pearson Education. (2010) • Summers D. <i>Quality Management – Creating and Sustaining organizational Effectiveness</i>, Second Edition, Pearson International Edition, Pearson Education. (2009) • Besterfield D H, Michina-Besterfield C, Besterfield G,H and Sarce-Besterfield M <i>Total Quality Management</i>, International Edition, Third Edition, Prentice Hall. (2003) 						
Assessment	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Examinations</td> <td style="width: 40%; text-align: center;">90%</td> </tr> <tr> <td>Participation</td> <td style="text-align: center;">10%</td> </tr> <tr> <td></td> <td style="text-align: center;">100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Project Management in Aviation				
Course Code	AVM321				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 2 nd Semester				
Instructor's name	Pieris Chourides				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	Project-based management is becoming the new general management in the contemporary business world since nearly all managers are involved in projects. The course presents a systematic approach in managing projects. Topics covered include: project definition, managing time and cost in projects, project organization, resources in projects, managing quality in projects, project initiation and close-out, risk management, performance and evaluation.				
Learning Outcomes	<p>By the end of the course, students should be able to:</p> <ul style="list-style-type: none"> • Define project management and describe the major tasks, duties, and responsibilities of the project manager • Recall the strategic importance of projects in the aviation industry • Define plan and organize resources associated with the project • Identify and generate project components and activities. • Prepare a diagram of the network and proceed with all the necessary steps for project control and assessment • Monitor effectively the project and associated risks and managerial issues within the aviation field • Communicate project details to various levels of management 				
Prerequisites	AVM250 or AVM251 or AVM115	Co-requisites	None		
Course Content	This course will be delivered utilising a mixed approach to teaching and learning. The course suits relevant to Project Management issues, especially within the aviation field, combined with traditional classroom techniques (lectures and seminars), but also including interactive workshops (debates on case studies and videos) and learning methods. This will ensure that the critical dimensions of the Project				

	<p>Management will be attained through exploration of the relationships between theory and practice</p> <p>The course will analyse and critically evaluate the fields of project management and especially will cover topics as:</p> <ul style="list-style-type: none"> • Introduction to Project Management • Defining the Project Tasks • Project Estimation Cost • Project Risk Assessment • Performance Evaluation Process • Work breakdown structure • Plan and Schedule a Project • Project Team organisation • Managing project resources • Critical path Analysis and Evaluation • Supply Chain issues • Aviation project Characteristics • Project Closure and Evaluation. <p>Appropriate software (such as Microsoft Project) will be used to perform certain project management tasks included in this course.</p>		
Teaching Methodology	Face-to-face		
Bibliography	<ul style="list-style-type: none"> • Flouris T and Lock D (2008) “Aviation Project Management” Ashgate Publishing Limited • Mayor H (2010) “Project Management” Fourth Edition, FT Prentice Hall. • Meredith J.R and Mantel S.J (2010) “Project Management-A Managerial Approach” Seveth Edition, International Student Version, Wiley, • Pinto J.K (2015) “Project Management- Achieving Competitive Advantage” Second Edition, International Edition, Pearson • Larson E,W and Gray C,F (2015) “Project Management – The Managerial Process”, McGraw-Hill International Edition • Hall E, and Johnson J, “Integrated Project Management”, Latest Edition Prentice Hall 		
Assessment	Examinations Assignments Participation	60% 30% 10%	100%
Language	English		

Course Title	Aviation Psychology and Human Factors				
Course Code	AVM410				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 1 st Semester				
Instructor's name	Anna Zapiti				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The study of human factors is about understanding human behavior and performance. When applied to aviation operations, human factors knowledge is used to optimize the fit between people and the systems in which they work in order to improve safety and performance. The purpose of Aviation Psychology course is to provide students with the knowledge of the human factors affecting aviation. The course aims to cover subjects like human factors in aviation, crew resource management, stress and burn out syndrome in pilots.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should:</p> <ul style="list-style-type: none"> • Discuss the effect and management of human factors in aviation • Analyze the history, theories and scientific findings of human factors in aviation • Demonstrate new decision-making and social skills to better manage the prevention or consequences of human error on the job 				
Prerequisites	None	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • History and definitions of human factors • Human Information Processing in Aviation • Decision Making and Error in Aviation • The relationship between human factors, safety and efficiency • The role of human factors in system design, operations, management and safety • Models of human factors analysis: <ul style="list-style-type: none"> - James Reason's human error theory 				

	<ul style="list-style-type: none"> - Human Factors Analysis and Classification System (HFACS) model • Performance limitations/ Fatigue and stress and how to manage them • Human information processing • Models and methods of human error analysis/Threat and Error Management (TEM) • Selection. Stress and Stressors • Applying human factors to operational situations <ul style="list-style-type: none"> - Crew Resource Management (CRM)
Teaching Methodology	Face-to face
Bibliography	<ul style="list-style-type: none"> • Monica Martinussen, David R. Hunter. <i>Aviation Psychology and Human Factors</i>. 1st Edition. 2009. ISBN 978-1439808436 • US Air Force. <i>Crew Resource Management (CRM) Basic Concepts</i> - Scholar's Choice Edition Paperback – February 16, 2015. ISBN 978-1297043604. • Jean Denis Marcellin. <i>The Pilot Factor: A fresh look into Crew Resource Management</i>. Paperback – May 17, 2014. ISBN 978-1497374614. • Harry W. Orlady, Linda Orlady. <i>Human Factors in Multi-Crew Flight Operations</i>. Routledge. 978-0291398390 • Daniel E. Maurino., James Reason, Neil Johnston, Rob B. Lee. <i>Beyond Aviation Human Factors: Safety in High Technology Systems</i>. Ashgate Publishing. 2014. ISBN 978-1-84014-948-7 <p><u>Additional readings</u></p> <ul style="list-style-type: none"> • Beaubien J.M. & Baker, D.P. (2002). A Review of Selected Aviation Human Factors Taxonomies, Accident/Incident Reporting Systems and Data Collection Tools. <i>Int J of Appl Aviat Studies</i>,11-36. • Bedny, G. & Meister, D. 1999. Theory of activity and situation awareness. <i>Int J cognitive ergonomics</i> 3 (1) 63-72. • Berlin, J. I., Grnkr, E. V., Jensen, P. K., Holmes, C. W., Lau, J. R., Mills, J. W., & O'Kane, J. M. (1982). <i>Pilot judgment training and evaluation</i> (Vols. 1-3). Washington, DC: FAA Technical Report, DOTIFAAICT-82/56. • Buch, G. D., & Diehl, A. E. (1984). An investigation of effectiveness of pilot judgment training. <i>Human Factors</i>, 26, 557-564.

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- Jensen, R.S. (2009). The Boundaries of Aviation Psychology, Human Factors, Aeronautical Decision Making, Situation Awareness, and Crew Resource Management. *International Journal of Aviation Psychology*. ISSN: 1050-8414 (Print) 1532-7108 (Online) Journal homepage: <http://www.tandfonline.com/loi/hiap20>.
- Jensen, R. S. (1995). *Pilot judgment and crew resource management*. Aldershot, England: Ashgate Press.
- Jensen, R. S. (1997). The boundaries of aviation psychology, human factors, aeronautical decision making, situation awareness, and crew resource management. *International Journal of Aviation Psychology*, 7 (4) 259-267.
- Klein, G. (1993). *Decision making in action*. Norwood, NJ: Ablex.
- Roscoe, S. N. (1980). *Aviation Psychology*. Ames, IA: Iowa State University Press.
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- Wen-Chin, L., & Don, H. (2006). Pilot error and its relationship with higher organizational levels: HFACS analysis of 523 accidents. *Aviation Space and Environmental Medicine*, 77 (10), 1056-1061.
- Wiegmann, D.A., & Shappell, S.A. (2001). Human Error Perspectives in Aviation. *Int J Aviat Psychol*, 341-57.
- Wiegmann, D.A., & Shappell, S.A. (2001). Human Error Analysis of Commercial Aviation Accidents: Application of the Human Factors Analysis and Classification System. *Aviat Space Environ Med*, 1006-16.

Assessment	<table border="1"><tr><td data-bbox="472 191 1011 268">Examinations</td><td data-bbox="1011 191 1489 268">60%</td></tr><tr><td data-bbox="472 268 1011 306">Assignments</td><td data-bbox="1011 268 1489 306">30%</td></tr><tr><td data-bbox="472 306 1011 344">Participation</td><td data-bbox="1011 306 1489 344">10%</td></tr><tr><td data-bbox="472 344 1489 417"></td><td data-bbox="1011 344 1489 417">100%</td></tr></table>	Examinations	60%	Assignments	30%	Participation	10%		100%
Examinations	60%								
Assignments	30%								
Participation	10%								
	100%								
Language	English								

Course Title	Emergency Response & CSR				
Course Code	AVM411				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 1 st Semester				
Instructor's name	Michael Amprikidis				
ECTS	7	Lectures / week	6 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The course discusses the relevant issues to planning, development and execution of crisis communications programs for different types of organizations with special emphasis on emergency response programs for aviation incidents and public relations techniques for communication with the different stakeholders.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Identify what a crisis is and the type of crisis facing the organization. • Implement an Emergency Response Program related to aviation accidents and incidents. • Discuss the role of contingency planning, of establishing a crisis management team and the role of the crisis manager • Critically discuss the various strategies for responding to a crisis • Demonstrate an understanding as to how to effectively communicate with the different publics during a crisis through case studies • Implement damage control. • Explain the relevance of Corporate Social Responsibility to crisis management. 				
Prerequisites	AVM320	Co-requisites	None		
Course Content	<p>Areas to be covered:</p> <ul style="list-style-type: none"> • Definition of crisis management and types of crises • Aviation accident and Incident response plan • Different approaches to crisis management e.g. proactive or reactive • Definition of issues management 				

	<ul style="list-style-type: none"> • The crisis team, the role of the crisis manager and contingency plans • The stages of crises • Strategies for responding to crises • How to effectively communicate during a crisis with the different publics • Damage control & Reputation Management • Crises in the profit, non-profit and the public sector • Review of successful and unsuccessful cases • Corporate social responsibility – definition • Different approaches to CSR: the Canadian (Montreal school of CSR), the Anglo-Saxon and the Continental-European • Benefits and criticisms of CSR • CSR and Crisis Management. 		
Teaching Methodology	Face-to face		
Bibliography	<ul style="list-style-type: none"> • Bernstein, J. Manager's Guide to Crisis Management, McGraw Hill, USA • Fink, S. Crisis Management: Planning for the Inevitable, iUniverse Inc., USA • Fearn-Banks, K. Crisis Communications Instructor's Manual: A Casebook Approach, Routledge • Mitroff, I. and Pearson, C. Crisis management: a diagnostic guide for improving your organization's crisis-preparedness, Jossey-Bass Publishers <p>Harvard Business Review on Crisis Management, Harvard Business School Press</p> <p>Managing Crises (Pocket Mentor) Harvard Business School Press</p>		
Assessment	Examinations Assignments Participation	60% 30% 10%	100%
Language	English		

Course Title	Health and Safety Management and Safety Culture				
Course Code	AVM412				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 1 st Semester				
Instructor's name	George Boustras				
ECTS	7	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The objective of this course is to introduce students to the basics of health and safety management and the promotion of a safety culture. A thorough presentation of the national and EU legislation will be given, together with a clear exposition of the essential contribution of safety and health management to an organization's corporate risk management and governance obligations to its various stakeholders. Students will understand the legal, policy, financial, organizational and strategic aspects of health and safety legislation and will be introduced to the main national and international policy making bodies. The importance of applying a holistic, organizational-wide safety management system and plan will be based on an understanding of the importance of risk assessment for determining and directing risk reduction and control measures. Finally, students will be expected to understand the importance of establishing a positive safety culture and the key variables and processes in achieving one.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Based on National and EU relevant legislation, develop health and safety policies and strategies • Design and help to implement an occupational health and safety plan at the organization level, taking into account the results of a relevant risk evaluation • Design and help to implement a health and safety management system, taking in account the organization's business and production processes, its employees, visitors, contractors and sub-contractors as well as others who may be affected by the organization's activities 				

	<ul style="list-style-type: none"> • Establish the necessary and appropriate monitoring, auditing, incident reporting, investigation and analysis mechanisms for safeguarding health and safety and promoting a safety culture • Promote a positive safety culture at individual, group, organizational and inter-organizational levels and challenge attitudes and behaviors which are dangerous for health and safety. 		
Prerequisites	None	Co-requisites	None
Course Content	<ul style="list-style-type: none"> • Cyprus H&S legislation (Οι περί Ασφάλειας και Υγείας στην Εργασία Νόμοι του 1996 – 2011) • EU H&S Legislation e.g. Directive 89/391 Health & Safety Framework, Directive 82/501 Major Hazards (Seveso I) and Directive 96/82 Major Hazards (Seveso II) • Relative benefits and effectiveness of (a) self-regulatory goal-directed H&S legislation and enforcement and (b) prescriptive compliance orientated legislation and enforcement • H&S Institutions (global, EU and national) • Role and contribution of H&S management to Enterprise Risk Management and Corporate Governance • Design of H&S management systems and relevance of standards such as OSHAS 18000 • Planning and organization of a H&S management system • H&S risk reduction and control options, with practical examples • Internal monitoring and audit and review mechanisms for H&S, including incident reporting, investigation and feedback to risk assessment and training. • The link between risk assessment and safety decision-making in the SMS • Risk communication • Safety Culture • Influencing safety culture (e.g. leadership, standards, H&S KPIs etc) • Human error and accident causation • High Reliability Organizations (HRO's) • Resilience 		

Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Michael Quinlan, Philip Boyle and Felicity Lamm (2010). <i>Managing occupational health and safety; a multidisciplinary approach</i>. 3rd edition. South Yarra: Palgrave MacMillan • Alan J. Stolzer, Carl D. Halford, John J. Goglia. <i>Implementing Safety Management Systems in Aviation</i>. Rourledge. 2013. ISBN 978-1472412799 • Michael Ferguson, Sean Nelson. <i>Aviation Safety: A Balanced Industry Approach</i> . International Edition. Delmar Cengage Learning. 2014. ISBN 978-1-133-28432-1 • Ian Glendon, Sharon Clarke and Eugene McKenna, <i>Human Safety & Risk Management</i>, 2nd edition, CRC Press/Taylor & Francis, 2006 (ISBN9780849330902) • Roland Burke, Carey Cooper and Sharon Clarke (editors), <i>Occupational Health & Safety</i>, Ashgate, 2011 (ISBN9780566089831) • Tony Boyle, <i>Health & Safety: Risk Management</i>, revised 3rd edition, Institution of Occupational Safety & Health, 2011, (ISBN9780901357410) • James Reason, <i>Human Error</i>, Cambridge University Press, 1990, (ISBN9780521314190) • David Walters, <i>Health and Safety in Small Enterprises (Work & Society)</i>, Peter Lang, 2001, (ISBN9052019525) • Regina E. Lundgren, <i>Risk Communication: A Handbook for Communicating Environmental, Safety, and Health Risks</i>, Wiley-IEEE Press, 2009, (ISBN0470416890)

	<ul style="list-style-type: none"> • David Walters & Theo Nichols , Worker Representation and Workplace Health and Safety, Palgrave Macmillan, 2007, (ISBN 0230001947) • Gregory W. Smith, Management Obligations for Health and Safety, CRC Press, (ISBN 1439862788) 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>60%</td> </tr> <tr> <td>Assignments</td> <td>30%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	60%	Assignments	30%	Participation	10%		100%
Examinations	60%								
Assignments	30%								
Participation	10%								
	100%								
Language	English								

Course Title	Strategic Management in Aviation				
Course Code	AVM420				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 2 nd Semester				
Instructor's name	Christakis Sourouklis, Michael Amprikidis, Pieris Chourides				
ECTS	7	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the course is to provide the student with a basic understanding of the various approaches to strategic management process and business policies that should be used in the context of aviation sector at national and international levels in order for firms in the aviation sector to gain and sustain competitive advantage. Students should learn to use and compare managerial techniques, to acquire, develop, and manage internal resources, such as people knowledge, financial capital, and physical assets. Students should understand how environmental forces change in a dynamic environment creating new threats and opportunities for the organization is of central importance to the course.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Conduct an external and internal analysis using appropriate tools, for the purpose of identifying a tourist sector organization's strategic capability in view of changing conditions • Discuss the need in aircraft fleet management and decision taking on the number and type of aircraft as well as the crewing possibilities. • Identify business opportunities in developing and underserved markets through the use of statistical analysis and mathematical tools. • Create and implement an attractive business plan with realistic assumptions and sensitivity analysis. • Assess the impact of economic, strategic and regulatory changes, analyze the risks associated and provide mitigation measures to overcome the short falls. 				

	<ul style="list-style-type: none"> • Experience the process of developing and implementing strategy and the implications for the organization and develop holistic diagnostic, problem-solving and decision making skills in situations that involve the whole organization. • Discuss the advantages and disadvantages of different competitive strategies under changing conditions that affect different firm key performance indicators. • Develop awareness of the increasing internationalisation of business activities and of strategic management issues. • Develop knowledge and skills which will be of immediate and real value in future careers in the tourism sector and its industrial components and possible elsewhere. • Develop students' abilities to appraise the impact of these external forces on the firm key performance indicators. 		
Prerequisites	LDR365, AVM230	Co-requisites	None
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Introduction to Strategic Management and Business Policy • Basic concepts of Strategic Management • Corporate governance • Airline Business Plan basics • Forecast route profitability • Aircraft fleet and crewing • Corporate Social Responsibility (CSR) and Ethics in Strategic Management • Environmental scanning and aviation industry analysis • Internal Scanning and Analysis: resource-based view (RBV) of the firm and its more recent developments in terms of ordinary capabilities and strategic dynamic capabilities; approaches to internal scanning and analysis; scanning the internal environment with functional analysis; synthesis of internal strategic factors (IFAS) • Strategy Formulation: Situational Analysis and Corporate Strategy: SWOT analysis • Strategy Formulation: Business and Functional Strategy • Strategy Implementation: Organizing for Action • Strategy Implementation: Recruitment/Staffing and Directing • Evaluation and control in strategic management • Risk definition and mitigation measures inclusion in the business plan. <p>Students will have the chance to implement and practice the strategies taught using airline simulation software (Jerald R. Smith,</p>		

	<p>Peggy A. <i>Golden Airline: A Strategic Management Simulation</i>). https://www.interpretive.com/business-simulations/airline/.</p> <p>Risk definition and mitigation processes will be demonstrated using appropriate software such as BowTie Pro (http://www.bowtiepro.com/).</p>								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Wheelen, T.L., Hunger, D.J., Hoffman, A.N., & Bamford, C. (Latest edition), <i>Strategic Management and Business Policy: Globalization, Innovation and Sustainability</i>, New York: Prentice, Hall International, Inc. • Albers, S., Baum, H., Auerbach, S., & Delfmann, W. (Latest edition), <i>Strategic Management in the Aviation Industry</i>, Routledge: London and New York. • Flouris, T.G., & Oswald, S.L. (Latest edition), <i>Designing and Executing Strategy in Aviation Management</i>, Routledge. • Wheelen, T.L. (Latest edition), <i>Concepts in Strategic Management and Business Policy: Toward Global Sustainability</i>, New Jersey: Pearson. • Strategic Management Journal 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>60%</td> </tr> <tr> <td>Assignments</td> <td>30%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	60%	Assignments	30%	Participation	10%		100%
Examinations	60%								
Assignments	30%								
Participation	10%								
	100%								
Language	English								

Course Title	Airworthiness and Certification Procedures				
Course Code	AVM421				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 2 nd Semester				
Instructor's name	Xenophon Xenophontos				
ECTS	7	Lectures / week	6 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Airworthiness and Certification Procedures course is to provide the student with the knowledge required in order to be able to understand the various aspects related to the Certification processes and regulations which must be complied with by Airlines and other Aviation related organizations, like manufacturers and maintenance organizations, before obtaining relevant approvals.</p> <p>The course aims to cover subjects like Type Certification of aircraft, engines and appliances, Supplemental Type Certificates, Design Organisation Approvals, Parts Certification, Maintenance Organisation Approval, Air Operator's Certificate, EASA regulations, Part M (Continuing Airworthiness), Part 145 (Maintenance Organisations), Part 21 (Design Organisations).</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Discuss the functions of ICAO and its role in the shaping of the International Civil Aviation • Describe the concepts of Type Certification process for aircraft and engines • Describe the various Certification requirements for parts • Define the requirements to be complied with and processes to be followed in order to register and obtain necessary approvals and certificates from National Aviation Authorities in order to operate an aircraft • Develop the processes and procedures for achieving Continuing Airworthiness management • Define the regulations which must be complied with for Continuing Airworthiness 				

Prerequisites	AVM250	Co-requisites	None
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Introduction to Airworthiness • The ICAO, EASA and the National Aviation Authorities • Airworthiness Requirements and regulations • Certificate of Airworthiness (CofA) and Air Operator's Certificate (AOC) • Aircraft Maintenance and approved organisations • Type Certificate – State of Design • Production of Aircraft Parts and Appliances • Continuing Airworthiness Management of aircraft (CAMO) and operation 		
Teaching Methodology	Face-to-face		
Bibliography	<ul style="list-style-type: none"> • De Florio F (2016), Airworthiness: An Introduction to Aircraft Certification, 3rd edition, Butterworth-Heinemann • ICAO (2016), Annex 8 Airworthiness of Aircraft, 11th Edition, ICAO • ICAO (2014), Doc 9760 Airworthiness Manual, Part V. State of Design and State of Manufacture, 3rd Edition, ICAO • EASA (2016), Certification Specifications and Acceptable Means of Compliance for Large Aeroplanes CS-25, Amendment 18. • EC (2012), Commission regulation (EU) No 748/2012, laying down implementing rules for the airworthiness and environmental certification of aircraft and related products, parts and appliances, as well as for the certification of design and production organizations. • EC (2014), Commission regulation (EU) No 1321/2014 on the continuing airworthiness of aircraft and aeronautical products, parts and appliances, and on the approval of organizations and personnel involved in these tasks. 		
Assessment	Examinations	70%	
	Assignment(s)	20%	
	Participation	10%	
		100%	
Language	English		

Course Title	Business Research				
Course Code	BUS215				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 2 nd Semester				
Instructor's name	Lycourgos Hadjiphanis				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The objective of the course is to provide students with principal knowledge concerning the design and implementation of business research and to initiate them into various forms of statistical analysis. Emphasis is placed on the examination of different methodologies and types of analysis for giving answers to various problems in the business environment. Applications of statistical analysis techniques in everyday business decision making processes are presented and discussed.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Given a business problem, define research problems and determine research objectives. • With the use of applied business problems, students will use qualitative and quantitative research methods to collect primary data. • Given a set of data, will evaluate the importance of measurement and scale processes • Within the context of applied business problems, students will differentiate between univariate, bivariate and multivariate statistics • Conduct a one tailed and two tailed test of hypothesis • Use Linear Regression and Correlation • Use Analysis of Variance Techniques (ANOVA). 				
Prerequisites	None	Co-requisites	None		
Course Content	Topics to be discussed:				

	<ul style="list-style-type: none"> - Introduction to business research: the importance of business research and its elements; managerial value of business research; types of business research: exploratory, descriptive, causal; stages in business research; quantitative and qualitative techniques; connecting statistics and research. - Defining problems in business research; exploratory research and qualitative analysis; primary and secondary forms of data; research methods for collecting primary data: survey research, observation methods; tabulation of data and general rules of tabulation. - Sampling and fieldwork; sample design and sampling procedures; determination of sample size; making data usable: frequency distribution, proportion, central tendency, measures of dispersion, normal distribution; the nature of fieldwork. - Measurement and scale concepts; questionnaire design; attitude measurement; types of scales; practical decisions in selecting a measurement scale; research design and piloting. - Transforming data into information: editing and coding; descriptive analysis: percentages and central tendency; cross-tabulations; univariate statistics: stating hypotheses – null and alternative hypotheses; hypothesis testing; types of errors. - Choosing the appropriate statistical technique; types of questions to be answered; number of variables; parametric and non-parametric hypothesis tests; t-distribution and chi-square tests. - Bivariate analysis: test of differences; cross-tabulation tables: chi-square tests for goodness of fit; t-test and z-test; analysis of variance (ANOVA). - Bivariate analysis: measures of association; correlation and causation; regression analysis: least-squares methods; test of statistical significance. - Multivariate analysis; the nature of multivariate analysis; influence of measurement scales; analysis of dependence; multiple regression analysis. - Communicating research results; report and presentation of the results. - Use of technology for analyzing data: SPSS for the use of analyzing business research data.
Teaching Methodology	Face-to-face

Bibliography	<ul style="list-style-type: none"> • Zikmund, W.G: BUSINESS RESEARCH METHODS, Thomson–South-Western • Hair, J.F.Jr., Money, A.H., Samouel, P. & Page, M.: RESEARCH METHODS FOR BUSINESS, Wiley • Cooper, D.R. &Schindler, P.S.: BUSINESS RESEARCH METHODS, McGraw Hill • Hague, P., Hague,N. &Morgan, C.: MARKET RESEARCH IN PRACTICE, A GUIDE TO THE BASICS, Kogan Page 										
Assessment	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 5px;">Examinations</td> <td style="text-align: center; padding: 5px;">50%</td> </tr> <tr> <td style="padding: 5px;">Assignments</td> <td style="text-align: center; padding: 5px;">30%</td> </tr> <tr> <td style="padding: 5px;">Presentation</td> <td style="text-align: center; padding: 5px;">10%</td> </tr> <tr> <td style="padding: 5px;">Class Participation</td> <td style="text-align: center; padding: 5px;">10%</td> </tr> <tr> <td></td> <td style="text-align: center; padding: 5px;">100%</td> </tr> </table>	Examinations	50%	Assignments	30%	Presentation	10%	Class Participation	10%		100%
Examinations	50%										
Assignments	30%										
Presentation	10%										
Class Participation	10%										
	100%										
Language	English										

Course Title	Aviation Project				
Course Code	AVM422				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 2 nd Semester				
Instructor's name	Nadine Itani, Chrysostomos Chrysostomou, Pieris Chourides, Despina Marouchou				
ECTS	10	Lectures / week		Laboratories / week	None
Course Purpose and Objectives	The objective of the course is to provide students with the opportunity to do an in-depth analysis and investigation of an independent, researchable topic. Students – as part of a team - will have the opportunity to utilize all their prior knowledge and experience by designing and executing a major applied project. Through this process students will become familiar with necessary skills such as teamwork and collaboration.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Diagnose and structure managerial problems using valid theory on the issues involved • Apply their analytical skills, data gathering, data handling and presentation techniques • Discuss the importance of choosing the correct sample • Demonstrate use of good project management operations and techniques • Exercise holistic problem solving and decision making skills in business situations that involve the organization as a whole. 				
Prerequisites	Senior standing	Co-requisites	None		
Course Content	<p>The research process: stages of the research process; types of research.</p> <p>Problem definition and the research proposal: setting of research objectives; research questions and hypothesis; structuring of research proposal.</p>				

	<p>Exploratory research: definition of exploratory research; experience survey; secondary data collection and analysis.</p> <p>Survey research; an overview of survey research; types of errors; classification of survey research methods.</p> <p>Questionnaire design; what to ask; how to phrase the questions; the art of asking questions; questionnaire layout; pretesting.</p> <p>Sample design: practical sampling concepts; probability and non-probability sampling; sample size.</p> <p>Data analysis: editing; coding; tabulation; cross-tabulation;</p> <p>Report writing: report format; writing style of the report.</p> <p>Research work: an independent, researchable topic will be chosen by the student in his/her area of interest. The student must do the actual research and write the report. The entire project will be supervised by a faculty member and/or a faculty team.</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Cooper D. R. & Schriindler P. S. : BUSINESS RESEARCH METHODS. Latest Edition, Chicago: Irwin.Cooper • D. R & Emory C.W.: BUSINESS RESEARCH METHODS. Latest Edition, Chicago: Irwin. <p>ADDITIONAL RECOMMENDED READINGS:</p> <ul style="list-style-type: none"> • Saunders,M., Lewis,P.,Thornhill,A.,:Research Methods for Business Students, 4th ed. Harlow: Prentice Hall • Zikmund W G : EXPLORING MARKETING RESEARCH The Dryden Press

	<ul style="list-style-type: none"> • Watson H J:PUTTING THEORY INTO PRACTICE Prentice Hall • Emory C W :BUSINESS RESEARCH METHODS 						
Assessment	<table border="1"> <tr> <td>Written Report</td> <td>60%</td> </tr> <tr> <td>Oral Presentation</td> <td>40%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Written Report	60%	Oral Presentation	40%		100%
Written Report	60%						
Oral Presentation	40%						
	100%						
Language	English						

Course Title	Aircraft General Knowledge - Instrumentation				
Course Code	AVM210				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Michael Kashiotis				
ECTS	6	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Aeroplane General Knowledge (Instrumentation) course is to provide the student with the knowledge required in order to be able to understand and potentially efficiently use all the aeroplane's monitoring and navigational instruments and systems. The course aims to cover subjects like sensors, gyroscopic and magnetic instruments, navigation systems, automated control systems, communication systems, flight management and monitoring systems and alerting systems. It will also provide information on integrated systems and electronic displays as well as the fundamental principles of general purpose computers.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the measuring sensors and the related instruments on an aeroplane. • Explain the theory and usage of the main magnetic and gyroscopic instruments. • Demonstrate knowledge of different navigation systems and their operations. • Demonstrate understanding of the operation and application of the aeroplanes automated control, flight management systems and navigational systems. • Demonstrate knowledge regarding communication principles and systems. • Explain the usage of the aeroplane's alerting and proximity systems. • Demonstrate knowledge of operating integrated instruments and electronic displays. • Explain the usage of the aeroplane's maintenance, monitoring and recording systems. 				

	<ul style="list-style-type: none"> • Demonstrate knowledge of digital circuits and general computer fundamentals theory. 		
Prerequisites	AVM111	Co-requisites	None
Course Content	<p>The Material Included In this Course Covers the Following Subjects:</p> <ul style="list-style-type: none"> • Sensors And Instruments: Pressure Gauge, Temperature Sensing, Fuel Gauge, Fuel Flowmeters, Tachometer, Thrust Measurement, Engine Torquemeter, Synchroscope, Engine Vibration Monitoring, Time Measurement. • Measurement Of Air Data Parameters: Pressure Measurement (Definitions, Pitot/Static System - Design, And Errors), Temperature Measurement (Definitions, Design And Operation), Angle Of Attack Measurement, Altimeter, Vertical Speed Indicator (VSI), Airspeed Indicator (ASI), Machmeter, Air Data Computer. • Magnetism – Direct Reading Compass And Flux Valve: Earth’s Magnetic Field, Aircraft Magnetic Field, Direct Reading Magnetic Compass, Flux Valve. • Gyroscopic Instruments: Gyroscope Basic Principles, Rate Of Turn Indicator / Balance (Slip) Indicator, Attitude Indicator (Artificial Horizon), Directional Gyroscope, Remote Reading Compass Systems • Inertial Navigation And Reference Systems (INS And IRS): INS - Inertial Navigation Systems (Stabilised Inertial Platform) (Basic Principles, Design, Errors/Accuracy, Operation), IRS - Inertial Reference Systems (Strapped-Down)) (Basic Principles, Design, Errors/Accuracy, Operation). • Aeroplane Automatic Flight Control Systems: General: Definitions And Control Loops, Autopilot System: Design And Operation, Flight Director (Design And Operation), Aeroplane Flight Mode Annunciator (FMA), Autoland Design And Operation. • Trims – Yaw Damper – Flight Envelope Protection: Trim Systems (Design And Operation), Yaw Damper (Design And Operation), Flight Envelope Protection (FEP). • Autothrottle – Automatic Thrust Control System • Communication Systems: Voice Communication, Datalink Transmission (Definitions And Transmission Modes, Systems: Architecture, Design And Operation), Future Air Navigation Systems (FANS). • Flight Management System (F.M.S.): Design, Navigation Data Base, Aircraft Data Base, Operations, Limitations, Man Machine Interface (Multi-Function Control Display Unit - MCDU). 		

	<ul style="list-style-type: none"> • Alerting Systems, Proximity Systems: General, Flight Warning Systems, Stall Warning Systems (SWS), Stall Protection, Over-Speed Warning, Take-Off Warning, Altitude Alert System, Radio-Altitude, Ground Proximity Warning Systems - GPWS (GPWS Design, Operation, Indications, Terrain Avoidance Warning System - TAWS), Runway Awareness And Advisory System), ACAS/TCAS Principles And Operations, Engine Over-Speed Alert System (Design, Operation, Displays, Alarms). • Integrated Instruments – Electronic Displays: Electronic display units (Design, limitations), Mechanical Integrated instruments : ADI/HIS, Electronic Flight Instrument Systems - EFIS (Design, operation), Primary Flight Display (PFD), Electronic Attitude Director Indicator (EADI), Navigation Display (ND), Electronic Horizontal Situation Indicator (EHSI), Engine parameters, Crew warnings, Aircraft systems, Procedure and Mission display systems, Engine First Limit Indicator. • Maintenance, Monitoring And Recording Systems: Cockpit voice recorder (CVR), Flight data recorders (FDR), Maintenance and Monitoring systems (Integrated Health & Usage Monitoring System (IHUMS) : Design, operation, performance, Aeroplane Condition Monitoring System (ACMS): General, design, operation),. • Digital circuits and computers: Digital circuits and computers (General, definitions and design), Software (General, definitions and certification specifications). 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="1" style="width: 100%;"> <tr> <td style="width: 60%;">Examinations</td> <td style="width: 40%; text-align: center;">90%</td> </tr> <tr> <td>Participation</td> <td style="text-align: center;">10%</td> </tr> <tr> <td></td> <td style="text-align: center;">100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Human Performance				
Course Code	AVM211				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Phivos Christofides				
ECTS	4	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Human Performance course is to provide the student with the knowledge required in order to understand the main physiological and psychological factors that will affect their performance as pilots, and therefore promote safety through a well informed decision making process. The course aims to cover subjects that include physiology of the human body, health problems that pilots may come across, the effects that the environment in which they work may have on them and basic psychological factors such as human information processing, human error, human behavior and more.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define the basic concepts relating to human factors in aviation. • Describe the symptoms of a variety of conditions that may affect a pilot in flight. • Describe the actions that a pilot should take in order to avoid or recover from a condition that may affect them during flight. • Describe the human sensory system. • Define appropriate attitudes that must be followed in order to safeguard their health and hygiene. • Describe the main psychological factors that may influence a pilot's performance during flight. • Demonstrate ability to apply knowledge in making decisions that will minimise human error. • Demonstrate behaviours that will promote appropriate cooperation with other flight crew members. • Demonstrate understanding of the appropriate usage of cockpit automation systems. 				
Prerequisites	AVM111	Co-requisites	None		

Course Content

The material included in this course cover the following subjects:

- **Human Factors:**
 - Basic Concepts: Human Factors in aviation (Becoming a competent pilot), Accident statistics, Flight safety concepts, Safety culture.
- **Basics of flight physiology:**
 - Basics of flight physiology: Hypertension and Hypotension, Coronary artery disease, Hypoxia, Hyperventilation, Decompression Sickness/Illness, Acceleration, Carbon Monoxide, High altitude environment (Ozone, Radiation, Humidity, Extreme Temperatures).
 - Man and Environment: the sensory system, Central, peripheral and autonomic nervous systems, Vision (Functional anatomy, Visual foveal and peripheral vision, Binocular and monocular vision, Defective vision), Hearing (Descriptive and functional anatomy, Hearing loss), Equilibrium (Functional Anatomy, Motion sickness), Integration of sensory inputs, Health and hygiene (Personal hygiene, Body rhythm and sleep).
 - Problem areas for pilots: Common Minor Ailments, Entrapped gases and barotrauma, Gastro-intestinal upsets, Back Pain, Food Hygiene, Tropical climates, Infectious diseases, Intoxication (Tobacco, Caffeine, Alcohol, Drugs and self-medication, Toxic materials), Incapacitation in flight.
- **Basic aviation psychology:**
 - Human information processing: Attention and vigilance, Perception, Memory, Response selection (Learning principles and techniques, Motivation).
 - Human error and reliability: Reliability of human behaviour, Mental models and situation awareness, Theory and model of human error, (Error generation), Decision making.
 - Avoiding and managing errors: cockpit management (Safety awareness), Co-ordination - multi-crew concepts, Co-operation, Communication)
 - Human behaviour: Personality, attitude and behaviour, Individual differences in personality and motivation, Self-concept, Self-discipline, Identification of hazardous attitude - error proneness, Human overload and underload (Arousal, Stress, Fatigue and stress management).

	<ul style="list-style-type: none"> ○ Advanced cockpit automation: Advantages and disadvantages, Automation complacency, Working concepts. 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>90%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Meteorology				
Course Code	AVM212				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Silas Michaelides				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Meteorology course is to provide the student with the knowledge required in order to be able to understand the meteorological conditions that may have an effect on flight planning and the flight itself. The course aims in covering subjects that include the atmosphere, significant meteorological phenomena (wind, clouds, fog, precipitation, storms, fronts etc.), flight hazards and their avoidance and meteorological information sources.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define significant characteristics of the earth's atmosphere. • Analyse issues related to winds and the effect they may have on a flight. • Explain significant thermodynamic principles. • Describe a number of significant meteorological phenomena (e.g. cloud, fog, precipitation, storms etc.) and analyse the effect they may have on a flight. • Describe the issues relating to air masses, frontal weather and pressure systems. • Identify flight hazards due to weather phenomena and analyse the procedures followed in order to avoid them. • Interpret, understand and apply information from meteorological sources in order to plan or revise flight routes. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • The atmosphere: Composition, extent, vertical division (Structure of the atmosphere, troposphere, stratosphere), Air temperature, Atmospheric pressure, Air density, ICAO Standard 				

	<p>Atmosphere (ISA), Altimetry (terminology and definitions, altimeter settings, calculations).</p> <ul style="list-style-type: none"> • Wind: Definition and measurement of wind, Primary cause of wind, General global circulation, Local winds, Mountain waves (standing waves, lee waves), Turbulence (Description and types of turbulence, Formation and location of turbulence, Clear Air Turbulence (CAT): Description, cause and location), Jet streams (Description, Formation and properties of jet streams, Location of jet streams and associated CAT areas, Jet stream recognition). • Thermodynamics: Humidity (Water vapour in the atmosphere, Mixing ratio, Temperature/dew point, relative humidity), Change of state of aggregation (Condensation, evaporation, sublimation, freezing and melting, latent heat), Adiabatic processes (Adiabatic processes and stability of the atmosphere). • Clouds and Fog: Cloud formation and description (Cloud formation, Cloud types and cloud classification, Influence of inversions on cloud development, Flying conditions in each cloud type), Fog, mist, haze (General aspects, Radiation fog, Advection fog, Steam fog, Frontal fog, Orographic fog (hill fog)). • Precipitation: Development of precipitation (Process of development of precipitation), Types of precipitation (Types of precipitation, relationship with cloud types). • Air Masses and Fronts: Air masses (Description, classification and source regions of air masses, Modifications of air masses), Fronts (General aspects, Warm front, Cold front, Warm sector, Occlusions). • Pressure Systems: The principal pressure, Anticyclone, Non frontal depressions, Tropical revolving storms. • Climatology: Climatic zones, Tropical climatology, Typical weather situations in the mid-latitudes, Local winds and associated weather. • Flight Hazards: Icing (Conditions for ice accretion, Types of ice accretion, Hazards of ice accretion, avoidance), Turbulence (Effects on flight, avoidance, CAT: effects on flight, avoidance), Wind shear (Definition of wind shear, Weather conditions for wind shear, Effects on flight, avoidance), Thunderstorms (Conditions for and process of development, forecast, location, type specification, Structure of thunderstorms, life history, Electrical discharges, Development and effects of downbursts, Thunderstorm avoidance), Tornadoes (Properties and occurrence), Inversions (Influence on aircraft performance), Stratospheric conditions (Influence on aircraft performance), Hazards in mountainous areas (Influence of terrain on clouds and precipitation, frontal passage, Vertical movements, mountain waves, wind shear, turbulence, ice accretion,
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	<p>Development and effect of valley inversions), visibility reducing phenomena (Reduction of visibility caused by precipitation and obscuration, Reduction of visibility caused by other phenomena).</p> <ul style="list-style-type: none"> • Meteorological Information: Observation, Weather charts, Information for flight planning, Meteorological services, 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>90%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	General Navigation				
Course Code	AVM213				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Michael Kashiotis				
ECTS	4	Lectures / week	3 Hours/14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the General Navigation course is to provide the student with the knowledge required in order to understand the main geographical and navigational concepts and the ability to use navigational tools and apply navigational techniques. The course aims in explaining the most important navigational concepts of the earth, time and distance, explain the principles of navigational instruments, provide instruction on how to interpret and use navigational charts, apply Dead Reckoning (DR) techniques and carry out in-flight navigation during the different stages of flight.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain the different geographical concepts that are applied in navigation. • Apply conversion techniques between units of measurement for distance and speed. • Explain the principles based on which navigational instruments are used. • Use a variety of navigational instruments and tools. • Interpret, understand and use navigational charts; • Apply Dead Reckoning (DR) techniques in navigational calculations. • Apply navigational techniques in order to calculate, revise and confirm navigational data in all stages of flight. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Basics of Navigation: The solar system (Earth's orbit, seasons and apparent movement of the sun), The earth (Great 				

circle, small circle, rhumb line, Convergency, Conversion Angle, Latitude, Difference of Latitude, Longitude, Difference of Longitude, Use of Latitude and Longitude Co-ordinates to Locate any Specific Position), Time and time conversions (Apparent time, UTC, LMT, Standard times, Dateline, Determination of sunrise, sunset and civil twilight), Directions (True north, Terrestrial magnetism: Magnetic North, Inclination and Variation, Compass deviation, Compass North, Isogonals, relationship between true and magnetic, Gridlines, isogrives), Distance (Units of Distance and Height Used in Navigation: Nautical Miles, Statute Miles, Kilometres, Metres, Feet, Conversion from One Unit to Another, Relationship between Nautical Miles and Minutes of Latitude and Minutes of Longitude).

- **Magnetism and Compasses:** Knowledge of the principles of the direct reading (standby) compass (The Use of this Compass, Serviceability Tests, Situations Requiring a Compass Swing).
- **Charts:** General Properties of Miscellaneous Types of Projections (Direct Mercator, Lambert Conformal Conic, Polar Stereographic), The representation of meridians parallels , great circles and rhumb lines (Direct Mercator, Lambert conformal conic, Polar stereographic), The use of current aeronautical charts (Plotting Positions, Methods of Indicating Scale and Relief, Conventional Signs, Measuring Tracks and Distances, Plotting Bearings).
- **Dead Reckoning Navigation (DR):** Basis of Dead Reckoning (Track, Heading (Compass, Magnetic, True, Grid), Wind Velocity, Airspeed (IAS, CAS, TAS, Mach number), Groundspeed, ETA, Drift, Wind Correction Angle), Use of the navigational computer (Speed, Time, Distance, Fuel Consumption, Conversions, Airspeed, Wind Velocity, True Altitude), The triangle of velocities, Determination of DR position (Confirmation of flight progress (DR), Lost procedures), Measurement of DR elements (Calculation of altitude, adjustments, corrections, errors, Determination of temperature, Determination of Mach number).
- **In-Flight Navigation:** Use of visual observations and application to in-flight navigation, Navigation in climb and descent (Average airspeed, Average wind velocity, Ground speed/distance covered during climb or descent, Gradients versus rate of climb/descent), Navigation in cruising flight, use of fixes to revise navigation data (Ground speed revision, Off-track corrections, Calculation of wind speed and direction, ETA revisions, Flight Log).

Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>90%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Air Law				
Course Code	AVM214				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Nicos Kountouris				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The Air Law course's purpose is to provide the student with all the relevant information regarding the legal aspects of air transport. The course aims in providing training on subjects relating to airworthiness of aircrafts, flight crew licensing, air operations and navigation rules, air traffic services, aerospace, aerodromes, search and rescue rules, security and aircraft accident and incident investigation rules.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the role of the main aviation organisations and the content of the main air law conventions and agreements. • Describe the main aspects of aircraft airworthiness certification and registration. • Define the requirements for flight crew licensing. • Outline all the necessary rules of the air and air navigation. • Describe all the necessary responsibilities of the pilot relating to air traffic services and management. • Describe the terms that relate to aerodrome characteristics and procedures. • Explain the terms and procedures that relate to search and rescue operations • Define the appropriate security terms and measures that apply to air transport operations. • Describe the essential definitions that relate to aircraft accident and incident investigation. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • International Law: Conventions, Agreements And Organisations: The Convention on International Civil Aviation 				

(Chicago) – ICAO DOC 7300 (Part I-Air Navigation, Part II-The International Civil Aviation Organisation (ICAO)), Other Conventions and Agreements, World Organisation (IATA), European organisations (European Aviation Safety Agency (EASA), Joint Aviation Authorities (JAA), Eurocontrol).

- **Airworthiness Of Aircraft:** ICAO Annex 8 and EASA Certification Specifications, Certificate of Airworthiness (C of A).
- **Aircraft Nationality And Registration Marks**
- **Personnel Licensing:** JAR-FCL 1 and JAR-FCL 2, Commercial Pilot Licence – CPL, Airline Transport Pilot Licence – ATPL, Ratings, JAR-FCL 3 - Medical Requirements.
- **Rules Of The Air:** Applicability of the Rules of the Air, General Rules, Visual Flight Rules (VFR), Instrument Flight Rules (IFR), Interception of Civil Aircraft.
- **Procedures For Air Navigation Services – Aircraft Operations (Pans Ops):** Definitions and abbreviations, Departure procedures, Approach procedures, Holding procedures, Altimeter setting procedures, Simultaneous Operation on parallel or near-parallel instrument Runway, Secondary surveillance radar (transponder) operating procedures.
- **Air Traffic Services And Air Traffic Management:** ICAO Annex 11 - Air Traffic Services (Definitions, General, Airspace, Air Traffic Control Services, Flight Information Service (FIS), Alerting Service, Principles governing RNP and ATS route designators), ICAO Document 4444 - Air Traffic Management (ATS System Capacity and Air Traffic Flow Management, General Provisions for Air Traffic services, ATC Clearances, Horizontal Speed Control Instructions, Change from IFR to VFR flight, Wake turbulence, Altimeter Setting Procedures, Position Reporting, Reporting of Operational and Meteorological Information, Separation methods and minima, Separation in the vicinity of aerodromes, Miscellaneous separation procedures, Arriving and Departing aircraft, Procedures for Aerodrome Control Service, Radar services, Air Traffic Advisory Service, Procedures related to emergencies, communication failure and contingencies, Miscellaneous procedures).
- **Aeronautical Information Service:** Definitions in ICAO Annex 15, General, Integrated Aeronautical Information Package , Aeronautical Information Publications (AIP), NOTAMs, Aeronautical Information Regulation and Control (AIRAC), Aeronautical Information Circulars (AIC), Pre-flight and Post-flight Information/Data.
- **Aerodromes (ICAO Annex 14, Volume I, Aerodrome Design and Operations):** Aerodrome data, Physical Characteristics, Visual aids for navigation, Visual aids for denoting obstacles,

	<p>Visual aids for denoting restricted use of areas, Aerodromes Operational Services, Equipment and Installations, Attachment A to ICAO Annex 14, Volume 1 – Supplementary Guidance Material (Declared distances, Radio altimeter operating areas, Approach lighting systems)</p> <ul style="list-style-type: none"> • Facilitation (ICAO Annex 9): Entry and departure of aircraft • Search And Rescue: Essential Search and Rescue (SAR) definitions in ICAO Annex 12, Organisation, Operating procedures for non-SAR crews, Search and rescue signals. • Security: Essential Definitions in ICAO Annex 17, General Principles, Organisation, Preventive security Measures, Management of Response to Acts of Unlawful Interference, Operators security programme, Security Procedures in other documents i.e. ICAO Annex 2, ICAO Annex 6, ICAO Annex 14, ICAO Doc 4444. • Aircraft Accident And Incident Investigation: Essential definitions in ICAO Annex 13, Applicability of ICAO Annex 13, ICAO Accident and Incident investigation, Accident and Incident Investigation in accordance with EU document. 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>90%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Aircraft General Knowledge - Airframe and Systems				
Course Code	AVM215				
Course Type	Compulsory for Air Operations Specialization				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Xenophon Xenophontos				
ECTS	6	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Aeroplane General Knowledge (Airframes and Systems) course is to provide the student with the knowledge required in order to be able to understand and efficiently use all the aeroplane control systems. The course aims to cover subjects like aeroplane systems design, airframes, hydraulics, landing gears, flight controls, engines, electrics, fuel systems, oxygen systems, protection and detection systems.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define the main principles and issues relating to aeroplane systems design and maintenance. • Describe the parts that constitute an aeroplane's airframe. • Explain how the aeroplane's hydraulic systems work. • Describe the parts that make up the landing gear and their operation. • Explain how the different flight controls are used in order to control the aeroplane on the ground and in the air. • Describe the pneumatics, pressurisation, air conditioning and oxygen systems and explain their proper usage. • Describe all the protection and detection systems of an aeroplane and explain their proper usage. • Describe the electrical systems of an aeroplane; • Describe the operation of the different types of aeroplane engine. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • System Design, Loads, Stresses, Maintenance: System design, Loads and stresses, Fatigue, Corrosion, Maintenance. 				

	<ul style="list-style-type: none"> • Airframe: Construction and attachment methods, Materials, Wings, Tail surfaces, Control surfaces, Fuselage, landing gear, doors, floor, wind-screen and windows, Structural limitations. • Hydraulics: Hydro-mechanics: basic principles, Hydraulic systems. • Landing Gear, Wheels, Tyres, Brakes: Landing gear, Nose wheel steering (design, operation), Brakes, Wheels, rims and tyres. • Flight Controls: Primary Flight Controls, Secondary Flight Controls, Fly-by-Wire (FBW) control systems. • Pneumatics – Pressurisation And Air Conditioning Systems: Pneumatic/Bleed air supply, Pressurisation and air conditioning system. • Anti-Icing and De-Icing systems: Types, design, operation, indications and warnings, operational limitations, Ice warning systems: types, operation, and indications. • Fuel system: Piston engine, Turbine engine. • Electrics: General, definitions, basic applications (circuit-breakers, logic circuits), Batteries, Generation, Distribution, Electrical motors. • Piston Engines: General, Fuel, Carburettor/Injection system, Cooling systems, Lubrication systems, Ignition circuits, Mixture, Propellers, Performance and engine handling. • Turbine engines: Basic principles, Main engine components, Additional components and systems, Engine Operation and Monitoring, Performance aspects, Auxiliary Power Unit (APU). • Protection and Detection Systems: Smoke detection, Fire protection systems, Rain protection system. • Oxygen Systems: Operating principles, modes of operation, portable oxygen systems, actuation methods. 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">Examinations</td> <td style="border: 1px solid black; text-align: center; width: 40%;">90%</td> </tr> <tr> <td>Participation</td> <td style="border: 1px solid black; text-align: center;">10%</td> </tr> <tr> <td></td> <td style="border: 1px solid black; text-align: center;">100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Flight Planning and Monitoring				
Course Code	AVM220				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 2 nd Semester				
Instructor's name	Nicos Kountouris				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Flight Planning and Monitoring course is to provide the student with knowledge regarding the procedures followed when planning a commercial flight. It also provides knowledge regarding the aspects of the flight plan that should be monitored during flight and the procedures for re-planning if and when needed. The course aims in covering subjects that include VFR and IFR Navigation planning, fuel planning, pre-flight briefings and plan updates, flight plan preparation and submission, flight monitoring and re-planning.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Prepare a VFR flight plan. • Prepare an IFR flight plan. • Demonstrate competencies in planning fuel requirements for commercial flights. • Analyse, understand and appropriately use NOTAMs and Meteorological briefings. • Demonstrate competencies in calculating and updating planning documentation. • Prepare and submit ICAO flight plans • Demonstrate knowledge of flight monitoring procedures and competencies of in-flight re-planning in case of deviation from planned data. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Flight planning for VFR flights: VFR Navigation Plan (Routes, airfields, heights and altitudes from VFR charts, Courses and distances from VFR charts, Aerodrome Charts and Aerodrome 				

	<p>Directory, Communications and Radio Navigation planning data, Completion of navigation plan).</p> <ul style="list-style-type: none"> • Flight Planning For IFR Flights: IFR Navigation plan (Airways and routes, Courses and distances from en-route charts, Minimum Altitudes, Standard Instrument Departures (SIDs) and Standard Arrival Routes (STARs), Instrument Approach Charts, Communications and Radio Navigation planning data, Completion of navigation plan). • Fuel planning: General, Pre-flight fuel planning for commercial flights (Taxi fuel, Trip fuel, Reserve fuel and its components (Contingency fuel, Alternate fuel, Final reserve fuel, Additional fuel), Extra fuel, Calculation of total fuel and completion of the fuel section of the navigation plan (fuel log)), Specific fuel calculation procedures (Decision point procedure, Isolated aerodrome procedure, Pre-determined point procedure, Fuel tankering). • Pre-flight preparation: NOTAM briefing (Ground facilities and services, Departure, destination and alternate aerodromes, Airway routings and airspace structure), Meteorological briefing (Extraction and analysis of relevant data from meteorological documents, Update of navigation plan using the latest meteorological information, Update of Mass and Balance, Update of Performance data, Update of fuel log), Point of Equal Time (PET) and Point of Safe Return (PSR). • ICAO Flight Plan (ATS Flight Plan): Individual Flight Plan (Format of Flight Plan), Repetitive Flight Plan, Submission of an ATS Flight Plan (FPL). • Flight monitoring and in-flight re-planning: Flight monitoring (Monitoring of track and time, In-flight fuel management), In-flight re-planning in case of deviation from planned data. 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="0"> <tr> <td data-bbox="472 1493 1011 1570">Examinations</td> <td data-bbox="1011 1493 1487 1570" style="text-align: center;">90%</td> </tr> <tr> <td data-bbox="472 1570 1011 1612">Participation</td> <td data-bbox="1011 1570 1487 1612" style="text-align: center;">10%</td> </tr> <tr> <td></td> <td data-bbox="1011 1612 1487 1682" style="text-align: center;">100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Radio Navigation				
Course Code	AVM221				
Course Type	Compulsory for Air Operations Specialization				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 2 nd Semester				
Instructor's name	Michael Kashiotis				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Radio Navigation course is to provide the student with knowledge regarding the theories and systems that enable radio navigation in an aircraft. It will essentially provide the background knowledge that will enable the student pilot to gain competency in using those instruments during practical training. The course aims in covering subjects that include basic radio propagation theory, radio aids (e.g. Ground D/F, NDB/ADF, VOR, DME, ILS etc.), Radar theory and systems, Area Navigation Systems (RNAV, FMS) and Global Satellite Navigations Systems.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the main principles of radio propagation theory. • Describe the main characteristics and types of antennas. • Explain the principles, application, usage and error handling of radio aids such as Ground D/F, NDB/ADF, VOR, DME, ILS etc. • Describe the main principles of radar theory. • Explain the principles, application, usage and error handling of radar systems (Ground Radar, Airborne Weather Radar, Secondary Surveillance Radar and Transponder). • Explain the principles and application of the area navigation and flight management systems (RNAV/FMS). • Explain the principles and application of the main Global Navigation Satellite Systems (GPS, GLONASS, GALILEO, EGNOS). 				
Prerequisites	AVM213	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Basic radio propagation theory: Basic Principles (Electromagnetic Waves, Frequency, wavelength, amplitude, 				

phase angle, Frequency bands, sidebands, single sideband, Pulse characteristics, Carrier, modulation, Kinds of modulation), Antennas (Characteristics, Polarisation, Types of antennas), Wave propagation (Structure of the ionosphere, Ground waves, Space waves, Propagation with the frequency bands, Doppler principle, Factors affecting propagation).

- **Radio aids:** Ground D/F (Principles, Presentation and interpretation, Coverage and range, Errors and accuracy), NDB/ADF (Principles, Presentation and interpretation, Coverage and range, Errors and accuracy, Factors affecting range and accuracy), VOR and Doppler-VOR (Principles, Presentation and interpretation, Coverage and Range, Errors and accuracy), DME (Principles, Presentation and interpretation, Coverage and Range, Factors affecting range and accuracy), ILS (Principles, Presentation and interpretation, Coverage and Range, Errors and accuracy, Factors affecting range and accuracy), MLS (Principles, Presentation and interpretation, Coverage and Range, Errors and accuracy).
- **Radar:** Pulse Techniques and Associated Terms, Ground Radar (Principles, Presentation and interpretation), Airborne Weather Radar (Principles, Presentation and interpretation, Coverage and Range, Errors, accuracy, limitations, Factors affecting range and accuracy, Application for navigation), Secondary Surveillance Radar and Transponder (Principles, Modes and codes, Presentation and interpretation, Elementary surveillance, Enhanced surveillance, Errors and Accuracy).
- **Area Navigation Systems (RNAV/FMS):** General Philosophy and Definitions (Basic RNAV (B-RNAV)/precision RNAV (P-RNAV)/ RNP-PNAV, Principles of 2D RNAV, 3D RNAV and 4D RNAV, Required Navigation Performance (RNP) in accordance with ICAO DOC 9613), Simple 2D RNAV (Flight deck equipment, Navigation computer, VOR/DME navigation, Navigation computer input/output), 4D RNAV (Flight deck equipment, Navigation computer, VOR/DME navigation, Navigation computer input/output), FMS and General Terms (Navigation and flight management, Flight management computer, Navigation data base, Performance data base, Typical input/output data from the FMC, Determination of the FMS-position of the aircraft), Typical Flight Deck Equipment Fitted on FMS Aircraft (Control and display unit (CDU), EFIS instruments (attitude display, navigation display), Typical modes of the navigation display, Typical information on the navigation display).
- **Global Navigation Satellite Systems:** GPS/GLONASS/GALILEO (Principles, Operation), NAVSTAR GPS (Space segment, Control Segment, User Segment,

	NAVSTAR GPS Integrity), GLONASS, GALILEO (GALILEO future developments, Errors and Factors affecting accuracy, Ground , Satellite and Airborne Based Augmentation Systems, Ground based augmentation systems, Satellite Based Augmentation Systems (SBAS)), EGNOS (Airborne Based Augmentation Systems (ABAS)).						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>90%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Mass and Balance				
Course Code	AVM222				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 2 nd Semester				
Instructor's name	Nicos Kountouris				
ECTS	4	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Mass and Balance course is to provide the student with the knowledge required in order to be able to understand the mass related terms and apply the appropriate calculations for efficiently and safely planning the loading of an aircraft. The course aims in providing information regarding all the necessary terms and concepts relating to mass and balance, analyze the necessary considerations with regard to structural limitations and controllability of the aircraft and provide the students with knowledge on how to carry out the necessary calculations and properly manage the loading of the aircraft.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define all the relevant mass and balance terms. • Explain the purpose of carrying out mass and balance calculations. • Apply mass and balance calculation techniques in order to efficiently and safely load an aircraft. • Interpret and understand mass and balance documentation. • Determine the CG position of an aircraft using different methods and under different loading parameters. • Apply techniques to re-position the CG as required for correct balance of the aircraft. • Apply cargo handling techniques to securely load an aircraft. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Mass Definitions • Purpose of mass and balance considerations: Mass limitations (Importance in regard to structural limitations, Importance in regard to performance), Centre of gravity (CG) 				

	<p>limitations (Importance in regard to stability and controllability, Importance in regard to performance).</p> <ul style="list-style-type: none"> • Loading: Terminology (Mass terms, Load terms-including Fuel Terms), Mass limits (Structural limitations, Performance limitations, Cargo compartment limitations), Mass calculations (Maximum masses for Take-off and Landing, Allowed traffic load and fuel load, Use of standard masses for passengers, baggage and crew). • Fundamentals of CG Calculations: Definition of centre of gravity, Conditions of equilibrium (Balance of Forces and Balance of Moments), Basic calculations of CG. • Mass and Balance details of aircraft: Contents of mass and balance documentation (Datum, moment arm, CG position as distance from datum, CG position as percentage of Mean Aerodynamic Chord (% MAC), Longitudinal CG limits, Lateral CG limits, Details of passenger and cargo compartments, Details of fuel system relevant for Mass and Balance considerations), Determination of aircraft empty mass and CG position by weighing (Weighing of aircraft (general aspects), Calculation of mass and CG position of an aircraft using weighing data), Extraction of basic empty mass and CG data from aircraft documentation (Basic Empty Mass (BEM) and/or Dry Operating Mass (DOM), CG position and/or moment at BEM/DOM, Deviations from standard configuration) • Determination of CG position: Methods (Arithmetic method, Graphic method, Index method), Load and Trim Sheet (General considerations, Load sheet and CG envelope for light aeroplanes, Load sheet for large aeroplanes, Trim sheet for large aeroplanes, Last minute changes), Intentional re-positioning of CG (Re-positioning of CG by shifting the load, Re-positioning of CG by additional load or ballast) • Cargo handling: Types of cargo (general aspects), Floor area load and running load limitations in cargo compartment, Securing of load. 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="1" style="width: 100%;"> <tr> <td style="width: 60%;">Examinations</td> <td style="width: 40%; text-align: center;">90%</td> </tr> <tr> <td>Participation</td> <td style="text-align: center;">10%</td> </tr> <tr> <td></td> <td style="text-align: center;">100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Flight Performance				
Course Code	AVM223				
Course Type	Compulsory for Air Operations Specialization				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 2 nd Semester				
Instructor's name	Nicos Kountouris				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The Flight Performance course's purpose is to provide the student with the knowledge required in order to understand the performance related issues affecting an aeroplane during all stages of flight. The course aims in analyzing the performance influencing factors and their effect on flight for Class B (Single Engine, Multi-Engine) and Class A (CS25) aeroplanes. For Class A aeroplanes, the performance factors are analyzed in greater depth for each stage of the flight.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the main performance related legislation relating to airworthiness and operational regulations. • Define the terms and concepts relating to general performance theory. • Describe the factors that influence the performance Class B – Single Engine aeroplanes during all stages of flight. • Describe the factors that influence the performance Class B – Multi Engine aeroplanes during all stages of flight. • Describe the factors that influence the performance Class A (CS25) aeroplanes during all stages of flight. • Describe and analyse the effects on performance that an inoperative engine may have during flight. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Performance (aeroplanes): Performance Legislation (airworthiness, operational regulations), General Performance Theory (Stages of flight, definitions/terms/concepts, influencing variables on performance). 				

	<ul style="list-style-type: none"> • Performance Class B - Single-Engine Aeroplanes: Definitions of speeds used, Effect of Variables on Single-Engine Aeroplane Performance, Take-off and Landing, Climb, Cruise and Descent, Use of Aeroplane Performance data (take-off, climb, cruise, landing). • Performance Class B - Multi-Engine Aeroplanes: Definitions of terms and speeds, Effect of Variables on Multi-Engine Aeroplane Performance (take-off and landing, climb/cruise/descent, landing), Use of Aeroplane Performance data (take-off, climb, cruise and descent, landing). • Performance Class A - Aeroplanes Certificated Under CS 25 Only: <ul style="list-style-type: none"> ○ Take-off (definitions of terms used, forces, speeds, distances, fuel consumption, accelerate-stop distance, balanced field length concept, unbalance field length concept, Runway length Limited Take-Off Mass, Take-off climb, obstacle limited take-off, Performance limited take-off mass, Take off performance on wet and contaminated runways, Use of Reduced and Derated Thrust, Take off Performance using different take off flap settings, Take off Performance using increased V2 speed, Brake energy and tyre speed limit, Use of Aeroplane Flight data) ○ Climb (Climb techniques, Influence of variables on climb performance, Use of Aeroplane Flight data). ○ Cruise (Cruise techniques, Max Endurance, Max Range, Long Range Cruise, Influence of variables on cruise performance, Cruise altitudes, Cost index, Use of Aeroplane Flight data). ○ En-route One Engine Inoperative (Drift down, Influence of variables on En-route One Engine Inoperative performance, Use of Aeroplane Flight data). ○ Descent (Descent techniques, Influence of variables on descent performance, Use of Aeroplane Flight data). ○ Approach and Landing (Approach requirements, Landing field length requirement, Influence of variables on landing performance, Quick turnaround limit, Use of Aeroplane Flight data).
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software

Assessment	<table border="1"><tr><td data-bbox="472 191 1011 268">Examinations</td><td data-bbox="1011 191 1213 268">90%</td></tr><tr><td data-bbox="472 268 1011 306">Participation</td><td data-bbox="1011 268 1213 306">10%</td></tr><tr><td data-bbox="472 306 1011 373"></td><td data-bbox="1011 306 1213 373">100%</td></tr></table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Operational Procedures				
Course Code	AVM224				
Course Type	Compulsory for Air Operations Specialization				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 2 nd Semester				
Instructor's name	Nicos Kountouris				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the course is to provide the student with all the knowledge required in order to operate appropriately and according to specified operational procedures both during normal and special operations. The course aims to cover operational procedures regarding general operations, weather conditions, crew management, transport of dangerous goods, long-range flights and a number of special and hazardous conditions.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define terms relating to operational procedures and state their applicability. • Describe the operational procedures relating to normal flight operations. • Describe all weather operational procedures. • Describe the procedures applied in using navigation and communication instruments and equipment. • Describe the operational procedures followed to ensure appropriate maintenance standards. • State the relevant flight crew related requirements. • Explain the procedures and limitation for transporting hazardous goods. • Explain special procedures that need to be followed for long range flights. • Describe the procedures that need to be followed under a number of special and hazardous circumstances. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	The material included in this course covers the following subjects:				

	<ul style="list-style-type: none"> • General Requirements: ICAO Annex 6 (Definitions, Applicability, General) • OPS Regulation (EU OPS - Aeroplane): Applicability, General, Operator certification and supervision, Operational procedures, All weather operations, Instruments and equipment, Communication and navigation equipment, Aeroplane Maintenance, Flight crew, Cabin crew/Crew members other than flight crew, Manuals, logs and records, Flight and duty time limitations and rest requirements, Transport of dangerous goods by air. • Long range flights: Flight management, Transoceanic and polar flight, MNPS Airspace, ETOPS. • Special Operational Procedures And Hazards: Operations Manual, Icing Conditions, Bird strike risk and avoidance, Noise abatement, Fire/Smoke, Decompression of pressurised cabin, Wind shear and microburst, Wake turbulence, Security (unlawful events), Emergency and precautionary landings, Fuel jettisoning, Transport of dangerous goods, Contaminated runways. 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>90%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Principles of Flight				
Course Code	AVM225				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 2 nd Semester				
Instructor's name	Nicos Kountouris				
ECTS	6	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Principles of Flight course is to provide the student with all the relevant knowledge regarding the principles that govern the ability of an aeroplane to fly and the means of controlling this flight. The course aims in providing training on subjects relating to subsonic and high-speed aerodynamics, aeroplane stability in flight, flight controls, flight limitations, propellers and other flight mechanics.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define all the relevant laws of subsonic and high-speed aerodynamics. • Explain how flight stability is achieved and describe the attributes that affect it. • Explain how the different controls affect flight and analyse the cross-effects between them. • Describe the limitations that define the boundaries of flight. • Explain how propellers generate thrust and describe the effects that certain conditions have on them; • Describe a number of other flight mechanics that may affect the flight under certain conditions. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Subsonic Aerodynamics: Basics, laws and definitions (units of measurement for mass, acceleration, weight, velocity, density, temperature, pressure, force, wing loading and power, Newton's Laws, air density, static pressure, dynamic pressure, Bernoulli's equation (apply the equation to a Venturi), pitot-static system (IAS), Equation of Continuity, IAS, CAS, EAS, TAS.), Airflow, Aerodynamic forces and moments on aerofoils, Shape 				

	<p>of an aerofoil section, Wing shape, Two-dimensional airflow around an aerofoil, Coefficients (C_l, C_d), Three-dimensional airflow about an aeroplane, Total drag, Ground effect, The relationship between the lift coefficient and speed in steady, straight and level flight, The stall, C_{LMAX} augmentation, Means to reduce the $C_L - C_D$ ratio, The boundary layer, Aerodynamic degradation.</p> <ul style="list-style-type: none"> • High Speed Aerodynamics: Speeds (Speed of sound, Mach number), Shock waves, Effects of exceeding M_{crit}, Buffet onset, Means to influence M_{crit}, • Stability: Static and dynamic stability, Static and dynamic longitudinal stability, Static directional stability, Static lateral stability, Dynamic lateral/directional stability, Effects of altitude on dynamic stability. • Control: General, Pitch (longitudinal) control, Yaw (directional) control, Roll (lateral) control, Roll/yaw interaction, Means to reduce control forces, Mass balance, Trimming. • Limitations: Operating limitations, Manoeuvring envelope, Gust envelope. • Propellers: Conversion of engine torque to thrust, Relevant propeller parameters, Propeller efficiency versus speed, Effects of ice on propeller, Engine failure, Design features for power absorption, Secondary effects of propellers. • Flight mechanics: Forces acting on an aeroplane, Asymmetric thrust, Particular points on a polar curve. 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Groundschool Manual & CBT Software 						
Assessment	<table border="1"> <tr> <td data-bbox="472 1314 1011 1388">Examinations</td> <td data-bbox="1011 1314 1213 1388">90%</td> </tr> <tr> <td data-bbox="472 1388 1011 1461">Participation</td> <td data-bbox="1011 1388 1213 1461">10%</td> </tr> <tr> <td data-bbox="472 1461 1011 1509"></td> <td data-bbox="1011 1461 1213 1509">100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	VFR and IFR Communications				
Course Code	AVM310				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 1 st Semester				
Instructor's name	Nicos Kountouris				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the VFR and IFR Communications course is to provide the knowledge necessary for the student to be able to efficiently communicate with ATC and other services under both VFR and IFR. The course aims in providing the student knowledge regarding communication definitions and principles, the general operating procedures, communication of weather information and communication procedures during emergencies.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define the significant terms relating to VFR and IFR communications. • Describe the general operating procedures applied in VFR and IFR communications. • Explain the terms and means of receiving and interpreting weather information. • Describe the procedures that must be followed during communication failures. • Describe the actions that need to be taken during distress and urgency procedures. • Define the main general principles that govern VHF communications. 				
Prerequisites	AVM111	Co-requisites	None		
Course Content	<p>The material included in this course covers the following subjects:</p> <p>VFR COMMUNICATIONS</p> <ul style="list-style-type: none"> • Definitions: Meanings and significance of associated terms, Air Traffic Services abbreviations, Q-code groups commonly used in RTF air-ground communications, Categories of messages. 				

- **General Operating Procedure:** Transmission of letters, Transmission of numbers (including level information), Transmission of time, Transmission technique, Standard words and phrases (relevant RTF phraseology included), Radiotelephony call signs for aeronautical stations including use of abbreviated call signs, Radiotelephony call signs for aircraft including use of abbreviated call signs, Transfer of communication, Test procedures including readability scale, Read back and acknowledgement requirements, Radar procedural phraseology.
- **Relevant Weather Information Terms (VFR):** Aerodrome weather, Weather broadcast.
- **Action required to be taken in case of communication failure**
- **Distress and Urgency Procedures:** Distress (definition, frequencies, surveillance of distress frequencies, distress signal, distress message), Urgency (definition, frequencies, urgency signal, urgency message).
- **General Principles of VHF Propagation and Allocation of Frequencies**

IFR COMMUNICATIONS

- **Definitions:** Meanings and significance of associated terms, Air Traffic Control abbreviations, Q-code groups commonly used in RTF air-ground communications, Categories of messages.
- **General Operating Procedures:** Transmission of letters, Transmission of numbers (including level information), Transmission of time, Transmission technique, Standard words and phrases (relevant RTF phraseology included), Radiotelephony call signs for aeronautical stations including use of abbreviated call signs, Radiotelephony call signs for aircraft including use of abbreviated call signs, Transfer of communication, Test procedures including readability scale; establishment of RTF communication, Read back and acknowledgement requirements, Radar procedural phraseology, Level changes and reports.
- **Action Required to be Taken In Case Of Communication Failure**
- **Distress and Urgency Procedures:** PAN medical, Distress (definition, frequencies, surveillance of distress frequencies, distress signal, distress message), Urgency (definition, frequencies, urgency signal, urgency message).
- **Relevant Weather Information Terms (IFR):** Aerodrome weather, Weather broadcast.

	<ul style="list-style-type: none"> • General Principles of VHF Propagation and Allocation of Frequencies • Morse Code 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Bristol ATPL (A) Ground school Manual & CBT Software 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>90%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Multi Crew Cooperation				
Course Code	AVM311				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 1 st Semester				
Instructor's name	Nicos Kountouris				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The aim of the Multi-Crew Co-operation Course is to develop the technical and non-technical components of the knowledge, skills and attitude required to operate a multi-crew aircraft				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> MCF 1a AIRCRAFT FAMILIARISATION (PILOT FLYING) To become familiar with turbojet operations and handling, to learn the basic autopilot modes and reinforce situational awareness. To learn Standard Operating Procedures and standard call-outs MCF 1b AIRCRAFT FAMILIARISATION (PILOT MONITORING) To become familiar with turbojet operations and handling, to learn the basic AFDS modes and reinforce situational awareness. To learn Standard Operating Procedures and standard call-outs MCF 2a ABNORMAL & EMERGENCY PROCEDURES (PILOT FLYING) To consolidate knowledge of SOPs. To learn radio navigation techniques and further AFDS modes. To learn the use of QRH and DODAR in abnormal and emergency conditions. MCF2b ABNORMAL & EMERGENCY PROCEDURES (PILOT MONITORING) To consolidate knowledge of SOPs. To learn radio navigation techniques and further AFDS modes. To learn the use of QRH and DODAR in abnormal and emergency conditions. MCF 3a ROUTE FLYING & REJECTED TAKE-OFF (PILOT FLYING) To learn to conduct a commercial flight and exercise abnormal & emergency procedures 				

	<ul style="list-style-type: none"> • MCF 3b ROUTE FLYING & REJECTED TAKE-OFF (PILOT MONITORING) To learn to conduct a commercial flight and exercise abnormal & emergency procedures • MCF 4a ROUTE FLYING & DEPRESSURISATION/EMERGENCY DESCENT (PILOT FLYING) To consolidate all aspects of route flying and exercise further abnormal and emergency procedures • MCF 4b ROUTE FLYING & UNDERCARRIAGE MALFUNCTION (PILOT MONITORING) To consolidate all aspects of route flying and exercise more complex abnormal and emergency procedures • MCF 5a ASYMMETRIC PROCEDURES AND ABNORMAL & EMERGENCY PROCEDURES (PILOT FLYING) To teach asymmetric procedures and to manage workload under high workload in marginal weather conditions • MCF 5b ASYMMETRIC PROCEDURES AND ABNORMAL & EMERGENCY PROCEDURES (PILOT MONITORING) To teach asymmetric procedures and to manage workload under high workload 		
Prerequisites	AVM111, AVM116, Valid multi-engine aeroplane instrument rating.	Co-requisites	None
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • The exercises should be accomplished as far as possible in a simulated commercial air transport environment. The instruction should cover the following areas: • Pre-flight preparation including documentation, and computation of take-off performance data. • Pre-flight checks including radio and navigation equipment checks and setting. • Before take-off checks including power checks, and take-off briefing by PF • Normal take-offs, tasks of PF and PM, call-outs. • Rejected take-offs; crosswind take-offs; take-offs at maximum take-off mass; engine failure after V1. • Normal and abnormal operation of aircraft systems, use of checklists. • Selected emergency procedures to include engine failure and fire, smoke control and removal, windshear during take-off and landing, emergency descent, incapacitation of a flight crewmember. • Early recognition of and reaction on approaching stall in differing aircraft configurations. 		

	<ul style="list-style-type: none"> • Instrument flight procedures including holding procedures; precision approaches using raw navigation data, flight director and automatic pilot, one engine simulated inoperative approaches, non-precision and circling approaches, approach briefing by PF, setting of navigation equipment, call-out procedures during approaches & computation of approach and landing data. • Go-around; normal and with one engine simulated inoperative, transition from instrument to visual flight on reaching decision height or minimum descent height/altitude. • Landings; normal, crosswind and with one engine simulated inoperative, transition from instrument to visual flight on reaching decision height or minimum descent height/altitude. 								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • MCC Training Manual 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignment(s)</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignment(s)	20%	Participation	10%		100%
Examinations	70%								
Assignment(s)	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Professional Pilot Flight Training				
Course Code	AVM312				
Course Type	Compulsory for Air Operations Specialization				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 1 st Semester				
Instructor's name	Nicos Kountouris				
ECTS	10	Lectures / week	Min. 155 Hours of Flight Training (in five phases as described below)	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Professional Pilot Flight Training course is to provide the student with the knowledge and practical skills required in order to pass the ATPL flight test. It aims to cover all the practical requirements of VFR flight as well as the Instrument Rating and Multi-Engine and Multi-Crew operations.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge and abilities required to successfully carry out all pre-flight operations • Demonstrate acceptable performance in carrying out all normal and abnormal flight operations on SEP or MEP aeroplanes. • Apply successfully all necessary navigational skills in carrying out cross-country flights • Demonstrate abilities of proper RT and Multi Crew communication • Demonstrate abilities to successfully carry out flight operations under IFR conditions 				
Prerequisites	AVM111, AVM116		Co-requisites	None	
Course Content	<p>The material included in this course is made up of flying instruction exercises divided into five phases:</p> <ul style="list-style-type: none"> • Phase 1: Exercises up to the first solo flight comprise a total of at least 10 hours dual flight instruction on an SE aeroplane including: (i) pre-flight operations, mass and balance determination, aeroplane inspection and servicing; (ii) aerodrome and traffic pattern operations, collision avoidance and precautions; (iii) control of the aeroplane by external visual 				

references; (iv) normal take-offs and landings; (v) flight at critically low air speeds, recognition and recovery from incipient and full stalls, spin avoidance; (vi) unusual attitudes and simulated engine failure.

- **Phase 2: Exercises up to the first solo cross-country flight comprise a total of at least 10 hours of dual flight instruction and at least 10 hours solo flight including:** (i) maximum performance (short field and obstacle clearance) takeoffs and short-field landings; (ii) flight by reference solely to instruments, including the completion of a 180 ° turn; (iii) dual cross-country flying using external visual references, DR and radio navigation aids, diversion procedures; (iv) aerodrome and traffic pattern operations at different aerodromes; (v) crosswind take-offs and landings; (vi) abnormal and emergency procedures and manoeuvres, including simulated aeroplane equipment malfunctions; (vii) operations to, from and transiting controlled aerodromes, compliance with ATS procedures, R/T procedures and phraseology; (viii) knowledge of meteorological briefing arrangements, evaluation of weather conditions for flight and use of AIS.
- **Phase 3: Exercises up to the VFR navigation progress test comprise a total of at least 5 hours of dual instruction and at least 40 hours as PIC. The dual instruction and testing up to the VFR navigation progress test should comprise:** (i) repetition of exercises of phases 1 and 2; (ii) VFR flight at relatively critical high air speeds, recognition of and recovery from spiral dives; (iii) VFR navigation progress test conducted by an FI not connected with the applicant's training; (iv) night flight time including take-offs and landings as PIC.
- **Phase 4: Exercises up to the instrument rating skill test comprise:** (i) at least 55 hours instrument flight, which may contain up to 25 hours of instrument ground time in an FNPT I or up to 40 hours in an FNPT II or FFS which should be conducted by an FI or an authorised SFI; (ii) 20 hours instrument time flown as SPIC; (iii) pre-flight procedures for IFR flights, including the use of the flight manual and appropriate ATS documents in the preparation of an IFR flight plan; (iv) procedures and manoeuvres for IFR operation under normal, abnormal and emergency conditions covering at least: (a) transition from visual to instrument flight on take-off; (b) SIDs and arrivals; (c) en-route IFR procedures; (D) holding procedures; (E) instrument approaches to specified minima; (F) missed approach procedures; (G) landings from instrument approaches, including circling. (v) in-flight manoeuvres and specific flight characteristics; (vi) operation of an ME aeroplane in the exercises of (iv), including operation of the aeroplane

	<p>solely by reference to instruments with one engine simulated inoperative, and engine shut-down and restart (the latter training should be at a safe altitude unless carried out in an FSTD).</p> <ul style="list-style-type: none"> • Phase 5: (i) instruction and testing in MCC comprise the relevant training requirements; (ii) if a type rating for MP aeroplanes is not required on completion of this part, the applicant will be provided with a certificate of course completion for MCC training.
Teaching Methodology	Minimum 155 Hours of Flight Training
Bibliography	<ul style="list-style-type: none"> • ATPL Flight Training Manual
Assessment	Examinations / Flight Test 100%
Language	English

Course Title	Introduction to Business				
Course Code	BUS101				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Despina Marouchou				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	Introduction to business explores the nature of the free enterprise system and the business organization. Students are introduced to different types of business operations, competition, and some of the major problems faced by managers in planning, organizing, directing and controlling the businesses. The main aim of the course is to give the student a broad overview of the fundamental principles of business organization, ownership, operation and control.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the fundamental principles of business organization, and the ethical principles that need to be applied in the business environment. • Describe what is entrepreneurship and small business through real video case illustrations. • Explain the issues involved in conducting global trade thought financial cases and reports. • Identify the advantages and disadvantages of particular forms of business • Explain the principles involved in Management, Leadership, Marketing and Human Resource Management by getting students involved in discussions and assignments. • Report and analyze the influence of the social and environmental factors in doing business thought discussions and field visits. 				
Prerequisites	None		Co-requisites	None	

Course Content	<p>Fundamental Principles of Business:</p> <p>Principles of business and economics; the private enterprise system; current problems in the business system; the business environment; business and social responsibility; economic forces affecting business and the role of the government.</p> <p>Forms of Business Enterprise:</p> <p>Business ownership forms; the sole proprietorship; the partnership; joint ventures; corporations; small business; franchising; merges and acquisitions.</p> <p>International Business:</p> <p>The business environment; economics of international trade and investment; the balance of international business; financing international business; regulations and barriers to world trade.</p> <p>Foundations of Management:</p> <p>General business Management; historical background of management; schools of management through the management process and role; the functions of Management; managerial decision making.</p> <p>Business Organization:</p> <p>Defining Organization; formal and informal organizations; organizational forms and organizational charts.</p> <p>Production of Goods and Services:</p> <p>The manufacturing process; productivity in industry; research and development; inventory control; quality and production control and design of production systems; Production and operations Management.</p> <p>Human Relations and Human Resource Management:</p> <p>Human resource management; duties and responsibilities of the personnel department; staffing; training and development; human relations and the employment status.</p> <p>Union/Management Relations:</p> <p>Labour/management relations; unions and the history of unions; collective bargaining and dispute resolutions</p> <p>Marketing; Pricing; Distribution and Promotion:</p> <p>The marketing process; the consumer and the market; the marketing functions; management's role in marketing; market research; the</p>
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	<p>product; price and pricing objectives; types of promotion; channels of distribution and methods of pricing.</p> <p>Information Technology and Computers: Information management and computers; data processing; computer hardware and software and business applications for computers.</p> <p>Accounting: The accounting function; accounting procedures and methods; financial statements and the use of budgeting</p> <p>Finance: Basic concepts in finance; capital investments; stock exchanges and securities markets; security investments</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Scholte, J.A : Globalisation, governance and corporate citizenship, Journal of Corporate Citizenship 1, Spring 2001, pp.15–23. • Swan, J. and H. Scarborough : Knowledge management: concepts and controversies, Journal of Management Studies 38(7) 2001, pp.913–21. • Louis Boone/David Kurtz: CONTEMPORARY BUSINESS Latest Edition • Nickels, McHugh, McHugh: UNDERSTANDING BUSINESS, Latest Edition, McGraw Hill • Rachman, Mescon, Borre/Thill: BUSINESS TODAY McGraw Hill • Hastings : INTRODUCTION TO BUSINESS, McGraw Hill • Musselman/Jackson : INTRODUCTION TO MODERN BUSINESS, Prentice Hall 								
Assessment	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Examinations</td> <td style="text-align: center;">80%</td> </tr> <tr> <td>Assignment(s)</td> <td style="text-align: center;">10%</td> </tr> <tr> <td>Class Participation</td> <td style="text-align: center;">10%</td> </tr> <tr> <td></td> <td style="text-align: center;">100%</td> </tr> </table>	Examinations	80%	Assignment(s)	10%	Class Participation	10%		100%
Examinations	80%								
Assignment(s)	10%								
Class Participation	10%								
	100%								
Language	English								

Course Title	Principles of Management				
Course Code	MGT101				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Christakis Sourouklis				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To provide a general understanding of the science, theory and principles of management and how they relate to the practice of managing. Above all, to address the needs of individuals learning how to manage effectively in the contemporary competitive environment. The basic managerial functions of planning, organizing, leading, and controlling are examined in depth.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the important role managers play in organizations and analyze the internal and external environment organizations operate. • Explain the importance of ethical management and corporate social responsibility as a long-term strategy • Demonstrate the need for effective strategic planning. • Demonstrate basic/useful skills in planning and organizing. • Describe communication, motivation, leadership styles and control methods at the workplace. • Demonstrate critical thinking with managerial problems. • Recognize and appreciate trends in management such as TQM, organizational learning, creativity and innovation, etc. 				
Prerequisites	None	Co-requisites	None		
Course Content	Nature of Management, Importance, History, Environment and the Challenge: the Management Functions; Management At Different Levels; Managerial Skills; Basic Schools of Management Thought; the Systems Approach to Management; Contingency Approach; the				

	<p>External and Internal Environment; Importance of Culture; Organizational and Social Responsibility and Business Ethics in Management.</p> <p>Planning: the Process; Mission; Objectives; Types of Plans; Planning Through Management by Objectives; the Concept and Process of Strategic Management; Swot Analysis; Formulating Corporate, Business, and Functional-Level Strategies; the Decision-Making Process; Factors Affecting Decision-Making; Group Methods Involved in Decision-Making;</p> <p>Organizing: Basic Elements of Structure; Departmentation; Job Design; Strategic Organization Design and the Various Alternatives; Responsibility; Authority; Delegation; Accountability; Organizing Principles; Span of Control; Centralization Versus Decentralization; Line and Staff Positions and Authority; Human Resources Management Functions; the Staffing Process; Planning for Hrm; Recruitment and Selection Process; Development and Evaluation; Compensation; Effective Work-Force Relationships.</p> <p>Leading: Motivation Theories; Philosophies of Human Nature; Need Theories; Cognitive Theories; Reinforcement Theory; Motivation in Practice; Leadership Styles; the Way Leaders Influence Others; Leadership Traits, Behaviours; Situational Theories; the Communication Process; Types of Managerial Communication; Factors Affecting Communication; Channels of Communication; Formal and Informal Work Groups.</p> <p>Controlling: Importance; the Role of Controls; the Controlling Process; Major Control Systems; Financial, Budgetary, Quality and Inventory Control; Operations Management.</p> <p>International Management: the Nature; Organizing International Business; Adapting to Cultural Differences.</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Gareth R. Jones and Jennifer M. George : CONTEMPORARY MANAGEMENT, McGraw Hill • Stephen P. Robbins and Mary Coutler: MANAGEMENT, Pearson Education

	<ul style="list-style-type: none"> • Thoma Bateman and Scott Snell :MANAGEMENT McGraw Hill • Ricky Griffin : MANAGEMENT, Houghton Mifflin Company • Sloan Management Review : Harvard Business Review, Business Week 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>80%</td> </tr> <tr> <td>Assignment(s)</td> <td>10%</td> </tr> <tr> <td>Class Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	80%	Assignment(s)	10%	Class Participation	10%		100%
Examinations	80%								
Assignment(s)	10%								
Class Participation	10%								
	100%								
Language	English								

Course Title	Introduction to Marketing				
Course Code	MAR101				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Dino Domic				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<ul style="list-style-type: none"> To introduce marketing to students who will either continue in the general business field or in the marketing field Emphasis is placed on the study of the marketing mix ingredients, as well as on the external factors of the business environment. 				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> Describe the fundamentals of professional marketing practices through case study illustrations Report on the challenges and complexities of the marketing environment by applying these to a project Explain and describe the factors that influence the main marketing functions (pricing processes, development of new products, distributing products, promoting products and services) through quizzes and mini case studies Analyze and report the factors that influence the consumers and their purchasing decisions Describe the fundamentals of Marketing Research. 				
Prerequisites	None	Co-requisites	None		
Course Content	The field of marketing: definition of marketing; present-day importance of marketing; the marketing concept; marketing management and its evolution; broadening the marketing concept.				

The marketing environment: external macro environment; external microenvironment; the internal environment; the marketing mix.

Marketing information systems and marketing research: definition of a marketing information system and of marketing research; relationship between marketing information systems and marketing research; scope of marketing research activities; procedure in marketing research.

Market demographics and buying power: population: its distribution and composition; consumer income and its distribution; consumer expenditure patterns.

Social group and psychological influences on buyer behaviour: cultural influences; social-group influences; psychological determinants of buyer behaviour; decision-making process in buying.

The business market: nature and importance of the business market; characteristics and determinants of business market demand.

Market segmentation: market segmentation vs market aggregation; nature of market segmentation; bases for market segmentation.

Product planning and development: the meaning of product; classification of products; importance of product innovation; development of new products; new product adoption and diffusion processes; reasons for the success or failure of new products.

Product mix strategies: product mix and product line; major product-mix strategies; concept of the product life cycle; planned obsolescence and fashion; theories of fashion adoption.

Brands, packaging and other product features: brand names; the importance of a good brand name; generic brands; packaging; labelling; other product features.

	<p>Price determination: meaning of price; price importance in the economy; pricing objectives; factors influencing price determination; Pricing strategies and policies.</p> <p>Distribution; channels of physical distribution.</p> <p>Promotion; meaning and importance of promotion; the communication process; determination of promotional mix; determination of total promotional expenditures.</p> <p>Management of personal selling; the strategic personal selling process.</p> <p>Management of advertising, sales promotion and publicity; nature of advertising, sales promotion and publicity; objectives of advertising; developing an advertising campaign; evaluating the advertising effort.</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • M.J. Etzel, B.J. Walker, W.J. Stanton : MARKETING McGraw Hill • Kotler, P., Armstrong K. : PRINCIPLES OF MARKETING Prentice Hall • Talarzyk, W.: CASES AND EXERCISES IN MARKETING Dryden • Baker, M.: MARKETING: THEORY AND PRACTICE, Mac Millan • Hoffman K. D. Etal :MARKETING PRINCIPLES AND BEST PRACTICES, South Western College Publishing • P. Harris and F. McDonald Sage: European Business and Marketing <p>Selected articles from periodicals</p>

Assessment	<table border="1"> <tr> <td data-bbox="472 191 1011 268">Examinations</td> <td data-bbox="1011 191 1489 268">80%</td> </tr> <tr> <td data-bbox="472 268 1011 306">Assignments</td> <td data-bbox="1011 268 1489 306">10%</td> </tr> <tr> <td data-bbox="472 306 1011 344">Participation</td> <td data-bbox="1011 306 1489 344">10%</td> </tr> <tr> <td data-bbox="472 344 1489 415"></td> <td data-bbox="1011 344 1489 415">100%</td> </tr> </table>	Examinations	80%	Assignments	10%	Participation	10%		100%
Examinations	80%								
Assignments	10%								
Participation	10%								
	100%								
Language	English								

Course Title	Business Communication in English				
Course Code	ENB225				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Claire Georgiou				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The aim of the course is to help business students transition from academic to professional/business writing. The course focuses on the practice and study of selected types of discourse employed in professional business situations and helps prepare students for different kinds of communication they will encounter in their professional lives. The course equips students to utilize various strategies and organizational techniques in the writing process in a business context and to develop collaborative communication and writing skills on business topics.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate the use of proficient use of English at a C1/C2 CEFR level • Adapt language to specific readers and select the most effective words for use in business communication, and employ unity and clarity in sentence, paragraph and document production • Compose documents using the process-based approach or writing phases (pre-writing, writing and revising) in a business/professional context • Use language skills to allow for appropriate emphasis of content and produce messages (with a positive, negative or persuasive intent) that have a positive effect on human relations (achieve goodwill) and achieve a specific communication purpose • Present information in the various written forms (letters, emails, memoranda, text messages and reports) and respond 				

	<p>positively to the developments in business technology facilitating new communication formats</p> <ul style="list-style-type: none"> Organize a formal presentation for a specific audience and employ public-speaking techniques for effective presentation in a business context. 		
Prerequisites	ENB193 and one of the following MAR101, MGT101, HOM101, BUS101	Co-requisites	None
Course Content	<p>Fundamentals of Business Writing</p> <p>Students learn to adapt their language to specific readers and to select the most effective words for use in business communication through the following:</p> <ul style="list-style-type: none"> Adaptation and Selection of Words Construction of Clear Sentences and Paragraphs Writing for Effect <p>Business Correspondence</p> <p>Basic patterns of routine business correspondence (traditional letters, email, faxes and text messaging) are explored through model messages, authentic material and learning generated writing pieces including the following:</p> <ul style="list-style-type: none"> Basic Patterns of Routine Letters Answering Routine Letters Indirectness for Bad News and Persuasion <p>Employment Communication</p> <p>A range of employment documents will be covered including:</p> <ul style="list-style-type: none"> Curriculum Vitae (CV)/ Résumé Writing Application Letter Follow-up Correspondence <p>Fundamentals of Report Writing and Business Presentations</p> <p>The range of business reports from informal to formal, internal to external will be discussed.</p> <ul style="list-style-type: none"> Basics of Report Writing Short Reports Longer Reports 		

	<ul style="list-style-type: none"> • Business Presentations <p>Recent developments and contemporary issues pertaining to the subject-matter of the course are discussed.</p>										
Teaching Methodology	Face-to face										
Bibliography	<ul style="list-style-type: none"> • Lesikar, R. and Flatley, M.: <i>Basic Business Communication</i> McGraw-Hill, Latest electronic edition • Locker,K: <i>Business & Administrative Communication</i> McGraw-Hill, Latest edition • Bovee, Thill and Schatzman: <i>Business Communication Essentials</i> Prentice Hall, Latest edition 										
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>30%</td> </tr> <tr> <td>Assignment Portfolio</td> <td>40%</td> </tr> <tr> <td>Report Writing/Presentation</td> <td>20%</td> </tr> <tr> <td>Attendance/Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	30%	Assignment Portfolio	40%	Report Writing/Presentation	20%	Attendance/Participation	10%		100%
Examinations	30%										
Assignment Portfolio	40%										
Report Writing/Presentation	20%										
Attendance/Participation	10%										
	100%										
Language	English										

Course Title	Business Calculus and Applications				
Course Code	BUS195				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Demetres Hadjiloucas				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To develop the core mathematical skills a business student would need to deal with basic calculations and applied business problems. Students will be provided with key mathematical analysis and tools for modeling of a wide range of applications used in business, finance and economics. This course is designed with an aim to apply calculus techniques and analysis to mathematical problems associated with quantitative study in areas relevant to business, finance and economics.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Construct and present mathematical arguments with accuracy and clarity; • Manipulate quantitative calculations logically and with high levels of accuracy apply and manipulate common functions used in calculus; • Calculate, manipulate and use differential and integral calculus of a single variable; • Use analytic techniques to solve ordinary differential equations of first-order; • Extend calculus techniques to the differential calculus to several variables; • Apply calculus techniques to multi-dimensional optimization problems. 				
Prerequisites	None	Co-requisites	None		
Course Content	Limits and Continuity Limits, Continuity, Continuity applied to inequalities				

	<p>Differentiation</p> <p>Definition of the derivative, Rules for differentiation, Derivative as a rate of change, Product and quotient rules, Chain rule</p> <p>Applications of the derivative</p> <p>Derivatives of exponentials and logarithms, Higher order derivatives, Implicit differentiation, Logarithmic differentiation, Marginal analysis, Elasticity of demand</p> <p>Curve Sketching</p> <p>Relative and absolute extrema, First derivative test, Concavity, Second derivative test, Asymptotes (vertical, horizontal and oblique), Optimization</p> <p>Integration</p> <p>Differentials, Anti-derivatives and the indefinite integral, Basic integration rules</p> <p>Integration by substitution, Fundamental Theorem of Calculus, Area, Definite integrals, Area between two curves</p> <p>Applications of Integration</p> <p>Integration by parts, Partial fractions, Approximate integration and error analysis</p> <p>Consumer's and Producer's Surplus, Average value, Present value, Annuities</p>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Michael Sullivan: FINITE MATHEMATICS: AN APPLIED APPROACH, 11th Edition, Wiley. • Frank Budnick, S.: APPLIED MATHEMATICS FOR BUSINESS, ECONOMICS AND THE SOCIAL SCIENCES (4th EDITION) McGraw-Hill

	<ul style="list-style-type: none"> • R. A. Barnett, M. R. Ziegler & K. Byleen: CALCULUS FOR BUSINESS, ECONOMICS, LIFE AND SOCIAL SCIENCES (12TH EDITION) Prentice-Hall, Inc. 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>90%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	90%	Participation	10%		100%
Examinations	90%						
Participation	10%						
	100%						
Language	English						

Course Title	Airline Commercial Operations				
Course Code	AVM230				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Michael Amprikidis				
ECTS	5	Lectures / week	3 Hours / 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Airline Commercial Operations course is to provide the student with a broad understanding of the airline industry with reference to its competitive environment. It aims to provide information that will assist the student in understanding the variety of commercial operations an airline is involved in order to successfully manage its resources (aircraft and crew), schedule flights, liaise with external partners and gain competitive advantage.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the main aspects of the airline industry and its forecasted growth and demand • Describe the main types of route structures and their suitability for different purposes • Explain the characteristics of the different types of air carriers • Analyse the issues relating to flight scheduling and apply improvement techniques • Describe the main aspects that affect profit and cost within the operations of an airline • Apply revenue management techniques • Explain a variety of air transportation related policies 				
Prerequisites	None	Co-requisites	None		
Course Content	<ul style="list-style-type: none"> • Introduction: A historical perspective, economic regulation, advances in aircraft technology, the airline industry today. • Supply and demand: Air transportation growth, air cargo, forecasting demand. Route example case study. • Route structure: Point-to-point routes, linear routes, hub-and-spoke routes, hybrid systems, hub airports. Route systems case studies. 				

	<ul style="list-style-type: none"> • Product offering: Strategic choices, industry evaluation – porter’s five forces model, Comprehensive Network Carriers (CNC), Regional Airlines, Low-Cost Carriers (LCC), Hybrid Airlines, Cargo Airlines. • Flight schedule development and control: Strategic planning, Flight Schedule development, Asset assignment: Aircraft assignment, crew assignment. Tactical management, air ops centre, disruptions and irregular operations, dynamic scheduling, continuous improvement. • Economics and finance: Profit history, earning profits, revenue generation: yield history, fares, ancillary revenue. Cost structure: labour, fuel, ownership and rental expenses, taxes. Fleet selection: range and payload, aircraft operating costs. Fleet financing. • Pricing and revenue management: regulated prices, objective of revenue management, revenue management components, pricing, revenue management product characteristics, network allocation. • Distribution: Ticketing, travel agencies, Sabre, Global Distribution System, Use of the Internet, Online travel agencies. • International air transportation and public policy: air service agreements: US Open Skies, EU Open Skies. State-Owned Airlines, Global alliances, Mergers and Acquisitions. • Recent and future developments: Cyclical profits, Environmental regulation and cost, Complex airline structures, Governance, Evolving airline strategies. <p>Where applicable specialised software will be used to demonstrate the commercial operations described above. Such software may include:</p> <ul style="list-style-type: none"> • SABRE and Internet Booking Systems for reservations (https://www.sabre.com/) • AirRM for revenue management (http://ww1.revenuemanagement.com/airrm) • Fare scrapers • And more
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Gerald, N. Cook, Bruce, G. Billig. Airline Operations and Management: A Management Textbook. 1st Edition. Routledge.2017. ISBN 978-1-138-23753-7 • Cannon R. James, Richey D. Franklin. <i>Practical Applications in Business Aviation Management.</i> Government Institutes. 2012. ISBN. 978-1-60590-770-3.

	<ul style="list-style-type: none"> • Stephen Shaw. <i>Airline Marketing and Management</i>. 7th Edition. Ashgate Publishing Ltd. 2011. ISBN 978-1-4094-0149-0. • Mark J. Holt, Phillip J. Poynor. <i>Air Carrier Operations</i> 2nd Edition. Aviation Supplies and Academics, Inc.; 2 edition (2016) ISBN 978-1619543171 • James Alan Albright. <i>International Operations Flight Manual</i>. Code7700 LLC, 1st edition (2016). ISBN 978-0986263040 • Peter J. Bruce. <i>Understanding Decision-making Processes in Airline Operations Control</i>. Routledge, 1st edition (2016). ISBN 978-1409411482. • Massoud Bazargan. <i>Airline Operations and Scheduling</i>, 2nd Edition, Routledge, 2016. ISBN 978-0754679004. 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignments / Report</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignments / Report	20%	Participation	10%		100%
Examinations	70%								
Assignments / Report	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Consumer Behavior				
Course Code	MAR204				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year /2 nd Semester				
Instructor's name	Dino Domic				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<ul style="list-style-type: none"> To provide the student with a comprehensive presentation of the concepts and principles that is involved in the study of buyer behaviour. To emphasize as to how psychological/ sociological theory can be directly applied within a marketing context. 				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> Apply the theoretical bases of Consumer Behaviour in differing business settings. Display an understanding of marketing from a psychological and sociological perspective. Apply the learned marketing skills Undertake marketing related positions. Develop an in depth understanding of the complexities and challenges involved in working in the field of Consumer Behaviour. 				
Prerequisites	MAR 101	Co-requisites	None		
Course Content	<p>Consumer behavior and marketing action: the marketing concept and implications for consumer behavior; strategic applications of consumer behavior.</p> <p>Complex decision making: the use of a consumer model, its importance and limitations; a model of complex decision making; need arousal;</p>				

consumer information processing; brand evaluation; purchase and post purchase evaluation.

Habit, learning and decision making: a model of habitual purchasing behavior; habit and information seeking; the functions of habit; strategic implications of habit and consumer learning; classical conditioning; instrumental conditioning; cognitive learning.

Brand loyalty: the behavioural and cognitive approaches; brand loyalty and product involvement.

Low involvement decision making: involvement and the hierarchy of effects; the low involvement hierarchy; Krugman's theory of passive learning; strategic issues in low involvement decision making.

Consumer perceptions and information processing: selective perception; perceptual organization; an information processing model; marketing stimuli and consumer perceptions; stimulus discrimination and stimulus generalization; individual differences in stimulus perception.

Consumer perceptions and marketing strategy: combatting selective perception; perceptual organization and marketing strategy; perceived risk in the purchasing process.

Consumer attitudes and needs: the nature of attitudes and needs; attitudes and needs in the development of marketing strategy; functions of attitudes; attitude development; attitude components; the relationships of attitudes to behavior; multi-attribute models of consumer attitudes.

Attitude change strategies: attitudes and needs in adaptive strategies; changing attitudes and needs.

Reference group influences: types of reference groups; the nature of reference groups; reference group influences on the consumer.

	<p>Family decision making: the nature of family decision making; husband-wife influences, parent-child influences; family decision making and marketing strategies.</p> <p>Communication within groups: word-of-mouth communication; the two-step flow of communication; a multi-step flow of communication; negative word-of-mouth influence; opinion leadership; methods to identify opinion leaders; strategic applications of opinion leadership.</p> <p>Communication across groups: the diffusion process; innovations and the diffusion process; strategic applications of diffusion theory.</p> <p>Situational determinants of consumer behavior: the nature of situational variables; situational influences on consumer decisions; the use of situational variables in marketing strategy.</p> <p>Demographic and psycho graphic variables: cultural and cross-cultural influences; subcultural influences; social class influences.</p> <p>Organizational buyer behavior: the nature of organizational buyer behavior; similarities with and differences from consumer behavior; the role of the buying center.</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Solomon, M.: CONSUMER BEHAVIOR: Buying having & Being, Prentice Hall • Chisnall, P.: CONSUMER BEHAVIOR, McGraw Hill • William Ansel, Bruce Newman, J. Sheth, B. Mittal: CUSTOMER BEHAVIOUR – Consumer Behaviour and Beyond. Hasrcourt Brace College

	<ul style="list-style-type: none"> • W. Anselmi and K. Gouliamos : ELUSIVE MARGINS – Consuming Media, Ethnicity and Culture, Guernica Journal of Consumer Research • Solomon, M. : "CONSUMER BEHAVIOUR", latest edition • Chisnall, P.: "CONSUMER BEHAVIOUR", latest edition • Assael, H. : CONSUMER BEHAVIOR AND MARKETING ACTION, Kent • Schiffman/Kanuk: CONSUMER BEHAVIOR, Latest Edition Prentice Hall <p>Various textbooks and Journal Articles in the area of Consumer Behavior</p>								
Assessment	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 5px;">Examinations</td> <td style="text-align: center; padding: 5px;">75%</td> </tr> <tr> <td style="padding: 5px;">Assignment(s)</td> <td style="text-align: center; padding: 5px;">15%</td> </tr> <tr> <td style="padding: 5px;">Class Participation</td> <td style="text-align: center; padding: 5px;">10%</td> </tr> <tr> <td></td> <td style="text-align: center; padding: 5px;">100%</td> </tr> </table>	Examinations	75%	Assignment(s)	15%	Class Participation	10%		100%
Examinations	75%								
Assignment(s)	15%								
Class Participation	10%								
	100%								
Language	English								

Course Title	Introduction to Public Relations				
Course Code	PRS200				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 2 nd Semester				
Instructor's name	Myria Ioannou				
ECTS	6	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To provide students with an intensive understanding of the use and nature of public relations.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain the role of P.R in industrial societies through case studies • Demonstrate the concepts of P.R., audience analysis and persuasion • Analyze the basic process of P.R. – research, planning, communication/action and evaluation • Demonstrate the uses of new media technologies in P.R. through discussions and explanations • Analyze the basic process of P.R. – research, planning, communication/action and evaluation via projects and quizzes. 				
Prerequisites	MAR101	Co-requisites	None		
Course Content	<p>Definition of public relations; overview of public relations; the role of public relations in interpreting management to the public and the public to the management; the various publics; the evolution and history of public relations.</p> <p>The corporate personality: know your company; good will; communication with the publics; corporate stability and consistency and public attitude.</p> <p>Company objective: objectives; relation of ethical aims to commercial objectives; problem investigation; planning for the future.</p>				

Audience: understanding the various publics; identification of long-term problems and opportunities; message coordination to the audience; public judgement; identification of pressure points.

Managing the reputation and credibility: understanding the difference between information, opinion, attitude; the receiver and the message; the communication environment; people and information/communication.

The public relation campaign: the background; the functions; selection of staff; consultancy selection and relation; budget allocation; planning and costing; activity costing method; competitive spending; methods of budget assessment.

The public relations programmer; schedule of activities; planning the activities; assessing the program balance; planning the international dimension.

Labor Relations: understanding information needs; getting information moving in; training managers to listen; importance of credibility; employee communication methods.

Local communities: being a good citizen; factory-gate public relations; local community relations.

Politicians and ethical/legal considerations: understanding political environment at local, national, and international level; pressure groups; development of relations; dealing with the government; understanding and influencing the legislative process in the European Union.

Public Relations and gender: a comprehensive examination of the status of woman in public relations; ways to achieve greater parity in education and practice.

Public relations and marketing; the need for coordination; creating public relations to support marketing activities.

The organization's new media technologies and speaker: selection criteria; characteristics of a good speaker; assisting the speaker through the use of audio-visual aids; the use of new media technologies.

The role of Research in PR strategy and Planning: desk research; format research; image and research; methods of appraisal; attitude research; measuring results.

Recent developments and contemporary issues pertaining to the subject-matter of the course.

Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Wilcox and Cameron: Public Relations Strategies and Tactics Ninth, Edition, Pearsons (2009) • Wilcox, Ault, Agee and Cameron: ESSENTIAL OF PR • Lattimore, Baskin, Heiman, Toth, Van Lauren: Public Relations: The profession and the practice, McGraw Hill • Grunig, L – Toth, E.L,Hon, L.C:WOMEN IN PUBLIC RELATIONS • Haywood, R.: PUBLIC RELATIONS FOR MARKETING PROFESSIONALS, MacMillan • Kendall Robert: PUBLIC RELATIONS CAMPAIGN STRATEGIES <p style="text-align: center;">Selected articles from periodicals</p> <p>ADDITIONAL RECOMMENDED READINGS:</p> <p>JOURNALS:</p> <ul style="list-style-type: none"> • Patel Am and Reinsch Lam: “Companies can apologize: Corporate Apologies and Legal Liability” in BUSINESS COMMUNICATION QUARTERLY, VOL. 66, No. 1, March 2003. • The two principal journals devoted to public relation are: <ul style="list-style-type: none"> (i) Journal of Public Relations Research (ii)Public Relations Review 								
Assessment	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Examinations</td> <td style="width: 40%; text-align: center;">75%</td> </tr> <tr> <td>Assignment(s)</td> <td style="text-align: center;">15%</td> </tr> <tr> <td>Class Participation</td> <td style="text-align: center;">10%</td> </tr> <tr> <td></td> <td style="text-align: center;">100%</td> </tr> </table>	Examinations	75%	Assignment(s)	15%	Class Participation	10%		100%
Examinations	75%								
Assignment(s)	15%								
Class Participation	10%								
	100%								
Language	English								

Course Title	An Introduction to Group Dynamics				
Course Code	PSY214				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 2 nd Semester				
Instructor's name	Andreas Philaretou				
ECTS	6	Lectures / week	3 Hours / 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<ul style="list-style-type: none"> To provide basic understanding of the nature of small groups and how they function To promote student application of principles of group dynamics in practical situations and development of practical small group skills. 				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> Manipulate the mechanisms by which small group processes act as psychological well-being filtering mechanisms of societal, cultural, and historical generated environmental variants. Analyze the important linkages between effective and efficient group memberships and individual, group, and societal well-being. Manipulate the various processes through which effective/efficient human adaptation takes place in challenging group contexts. Assess through various in-class exercises, such as role playing, role reversal, group exercises, etc., the interpersonal and intrapersonal intricacies governing group dynamics. Create appropriate leadership, negotiation, and conflict resolution skills for group survival and success. Improve personal and interpersonal quality of life through better group communication and membership. 				
Prerequisites	None		Co-requisites	None	

<p>Course Content</p>	<p>An introduction to and examination of theory and research in the psychology of small groups. Topics include communication within groups; leadership; decision making; problem solving; group development; conflict management. Course includes practical guidance and experience to enhance student participation as effective members of small working groups.</p> <p>Topics to be discussed may include:</p> <p>Introduction: Definition of concepts; Types of groups; Group dynamics as field of study</p> <p>Group membership: Types of membership; Reasons for joining; Reference groups; Group cohesiveness</p> <p>Communication: Selective perception; Influence of stereotypes; Importance of feedback; Communication problems; Factors influencing group communication; Cross-cultural communication differences</p> <p>Group norms; Types; Silent organizational norms; Group norm development; Theoretical perspectives; Social influence; Power; Deviance; Changing group norms</p> <p>Group goals: Hidden and surface agendas; Group productivity; Changing group goals</p> <p>Group development: Stages of group development; Facilitating group development; Development of role structure; Networks of communication; Status hierarchy</p> <p>Leadership: Theoretical views; Styles; Different approaches (e.g. situational, functional, interactional, transformational, transactional leadership)</p>
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	<p>Group problem solving: Problems undermining effective problem solving; Sources of conflict; issues related to group problem solving; Groupthink controversy</p> <p>Group decision making: Advantages and disadvantages; Methods; Phases; Effective group decision making; Guidelines; Relevant issues</p> <p>Conflict and conflict management: Types of conflict; Positive and negative outcomes; Sources; Approaches to conflict management; Processes of conflict management;</p> <p>Conflict management styles Small group processes - applications: Observing and evaluating small group discussions; planning observations; instruments used for observation and evaluation; Improving organizational problem solving;</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>		
Teaching Methodology	Face-to-face		
Bibliography	<ul style="list-style-type: none"> • Donelson, F.R.: GROUP DYNAMICS, Latest Edition Wadsworth Publishing. • Johnson, D.W. & Johnson, F.P.: JOINING TOGETHER: GROUP THEORY AND GROUP SKILLS, Boston, MA: Allyn & Bacon, Latest Edition • Napier, R.W. & Gershenfeld, M.K.: GROUPS: THEORY AND EXPERIENCE, Boston, MA: Houghton Mifflin, Latest Edition • Forsyth, D.R.: GROUP DYNAMICS, CA: Brooks/Cole, Latest Edition 		
Assessment	Examinations Assignment(s) Class Participation	60% 30% 10%	100%
Language	English		

Course Title	Essentials of Leadership				
Course Code	LDR230				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 2 nd Semester				
Instructor's name	Elmos Konis				
ECTS	6	Lectures / week	3 Hours / 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>To provide students with a variety of learning experiences related to the theory and practice of leadership.</p> <p>To engage students in interactive class discussions and group activities and enable them to develop a personal leadership profile.</p> <p>To analyze both traditional leadership models and current leadership research findings.</p> <p>To examine the importance of motivation, value development, and change management in organizations.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Critically reflect on the traditional leadership theories and more recent developments in leadership theory and evaluate their contribution to the leadership science • Understand a range of self-assessment tools and how to apply them • Understand and be able to apply the concepts of leadership traits and styles • Articulate and explain the concepts of coaching, mobilizing, and mentoring • Understand approaches to creating and leading teams • Explain the differences between leadership and Management • Analyze basic concepts of motivational theory and their application to the leadership theory. 				
Prerequisites	MGT101	Co-requisites	None		

Course Content	<p>Intro/ The Importance of Leadership: Leadership Variables/Leadership models</p> <p>Leadership Training and Development</p> <p>Leadership Qualities, Characteristics of Followers, and Situational Factors</p> <p>Influential leadership/ Power, politics and persuasion</p> <p>Management vs. Leadership / Leadership and Organizational Effectiveness</p> <p>The Importance of Vision and the Motive to Lead / Mobilizing people, Mentoring</p> <p>The Role of Values and Ethics</p> <p>Effective Leadership and Human Relations: Empowerment, Teambuilding and motivation</p> <p>Leader/Manager Assessment Inventory / Self-assessment tools and approaches</p> <p>Creating Positive Change</p> <p>Leadership and Organizational Culture</p> <p>The course will be designed to be interactive with class discussions and group activities. <u>Students are expected to play an active role in discussions based on reading assignments, research reports and presentations.</u></p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
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Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • <u>George Manning & Kent Curtis</u> (2011). The Art of Leadership, McGraw Hill • Richard L. Hughes, Robert C. Ginnett, Gordon J Curphy : LEADERSHIP: Enhancing the Lessons of Experience McGraw Hill • Jon Pierce, John W. Newstrom: Leaders and the Leadership Process, McGraw Hill • David Wilkins, Greg Caroline: Leadership: Pure and Simple: How Transformative Leaders Create Winning Organizations, McGraw Hill • Gary Yukl: Leadership in Organizations, Pearson • Gary Dessler: Supervision and Leadership in a Changing World, Pearson • Johnson :LESSONS IN LEADERSHIP, Gross Training Publishing <p><u>Journals and Magazines:</u></p> <p>HARVARD BUSINESS REVIEW</p> <p>ACADEMY OF MANAGEMENT</p> <p>SLOAN MANAGEMENT REVIEW</p> <p>ORGANISATIONAL DYNAMICS</p>								
Assessment	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Examinations</td> <td style="width: 40%; text-align: center;">70%</td> </tr> <tr> <td>Assignment(s)/Presentations</td> <td style="text-align: center;">20%</td> </tr> <tr> <td>Class Participation</td> <td style="text-align: center;">10%</td> </tr> <tr> <td></td> <td style="text-align: center;">100%</td> </tr> </table>	Examinations	70%	Assignment(s)/Presentations	20%	Class Participation	10%		100%
Examinations	70%								
Assignment(s)/Presentations	20%								
Class Participation	10%								
	100%								
Language	English								

Course Title	Airline Sales and E-Commerce				
Course Code	AVM240				
Course Type	Compulsory				
Level	Bachelor (1st cycle)				
Year / Semester	Year 2 / Semester 2				
Instructor's name	Nadine Itani				
ECTS	6	Lectures / week	3 Hours/14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the course is to clarify and to analyze the airline business and products; marketing strategies, sales, role of distribution and ecommerce, structure and process. It enhances the learner's managerial abilities to assume higher responsibilities in the airline marketing and sales. Learners also acquire a comprehensive understanding of marketing management and the new approaches to airline Market Mix.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Understand what makes a good airline marketing strategy. • Learn new approaches to marketing mix. • Understand the role of distribution and e-commerce in an airline's organization, structure and processes • Learn about distribution models, the Global Distribution Systems and IATA New Distribution Capability (NDC) initiative • Examine how to leverage various aspects of e-commerce in distribution strategy: marketing, communication and customer relationship management • Explore industry best practices in airline distribution strategies 				
Prerequisites	AVM230	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Airline marketing strategy: a new Market Mix: 4Ps vs 7Ps' • Distribution management and strategies • Standards and legal implications • Airline digital properties and features • e-marketing, e-commerce strategy 				

	<ul style="list-style-type: none"> • Sales and reservations, e-sales and distribution (GDS, IATA NDC) • Ticketing and payment • Communications and Social Media 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Hanke, M., <i>Airline e-Commerce: log on. Take off</i>, New York, Routledge, 2015. • Shaw, S., <i>Airline Marketing and Management</i>, 7th edition, England, Ashgate Publishing, 2011. • Doganis, R., <i>Flying off course: airline economics and marketing</i>, 4th edition, England, New York, Routledge, 2010. • Peter Belobaba, Amedeo Odoni, Cynthia Barnhart, <i>The Global Airline Industry</i>, Chichester, West Sussex, U.K., Wiley, 2009. 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>60%</td> </tr> <tr> <td>Assignment(s)</td> <td>40%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	60%	Assignment(s)	40%		100%
Examinations	60%						
Assignment(s)	40%						
	100%						
Language	English						

Course Title	Organizational Behavior				
Course Code	MGT205				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 1 st Semester				
Instructor's name	George Papageorgiou				
ECTS	5	Lectures / week	3 Hours / 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To familiarize students with the complexity of the issues surrounding today's organizations in their internal environment. To examine the contribution of behavioural science to the management process from a theoretical and functional perspective and understand the behaviour of people in business enterprises and organizational relations.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define the employees' individual differences at the workplace. • Explain how individual and group behaviour in an organizational setting is influenced by culture, perceptions and emotions and how this affects performance. This will be illustrated through examples and mini case studies • Apply motivational theories to real case scenarios • Become effective in managing groups and developing team relationships by organising group projects. • Explain of the importance of the behaviour of people in organizational relations, through discussions and role playing. 				
Prerequisites	MGT101	Co-requisites	None		
Course Content	Organizational Behaviour: A Modern Perspective and Organizational Behaviour Approach; the Human Relations Movement; the Hawthorn Studies; Understanding Human Behaviour; a Specific Model for Organizational Behaviour;				

A Behavioral Science and Research Perspective; Background of the Behavioral Sciences; Anthropology; Sociology; Psychology; Social Psychology; Research Methodology; Designs Used to Answer Questions and Test theories; Reliability and Validity of Measures;

A Managerial Perspective: the Early Practice of Management; Classical Management Principles, the Quantitative Approach; the Systems Approach; the Contingency Approach;

Personality: Development and Characteristics: The Meaning of Personality; the Development of Personality; Major Determinants of Personality; theories of personality;

Stress: Causes and Coping Strategies: the Meaning of Stress; the Background on Stress; the Causes of Stress; the Effects of Job Stress; Coping Strategies for Stress;

Perception; Processes and Principles: the Nature and Importance of Perception; Sensation Versus Perception; Perceptual Selectivity; Perceptual Organization; Social Perception;

Motivation: Needs and Processes: the Meaning of Motivation; Primary Motives; General Motives; Secondary Motives; Work-Motivation Approaches; the Content Theories of Work Motivation; the Process Theories of Work Motivation;

Motivation Applied: Job Design, Appraisal, and Goal Setting: Job Design; Performance Appraisal; Goal Setting;

Learning Concepts and Principles: Types and Theories of Learning; Reinforcement; The Key to Learning; Techniques of Administering Reinforcement; The Effects of Punishment;

Organizational Behaviour Modification: the Steps of Organizational Behaviour;

Experience With the Application of Modification; Behavioral Self-management; O.B. mod. in Perspective.

Interpersonal and Group Behaviour, Dynamics and Influence: Groups: Formal and Informal: the Nature of Groups; Committee Organization; the Dynamics of Informal Groups; Interactive Behaviour and Conflict: Intraindividual Conflict; Interpersonal Conflict;

Communication: an Interpersonal Process; Historical Background of the Role of Communication; the Definition of Communication; Organizational and Interpersonal Communication; Superior-Subordinate Communication; Subordinate-Initiated Communication; Interactive Communication in Organizations;

Power and Politics: the Meaning and Relationship of Power and Politics; Sources and Types of Power; Political Implications of Power; Specific Political Strategies for Power Acquisition;

Leadership processes and Styles: The Background of, and Classic Studies on, Leadership; Theories of Leadership; New Theoretical Frameworks for Leadership; Leadership Styles;

Organizations: Structure, Processes, and Applications: Classical Organization Structures: the Bureaucratic Model; Bureaucratic Dysfunctions; The classic Research on Bureaucracies; the Fate of Bureaucracy; Modifications of Bureaucratic Structuring of Organizations;

Modern Organization Structures: Keeping Organizations Fluid by MBWA; the Roots of Modern Organization Theory; Systems Theory of Organization; Information Processing View of Organizations; Contingency Organization Theory; Modern Organization Designs;

Decision Making and Control: the Nature of Decision Making; Behavioral Implications of Decision Making; Quantitative Techniques of Decision Making; Behavioral Oriented Decision-Making Techniques; the Control Process; Behavioral Implications of Control; Behavioral Techniques of Control;

	<p>Organization Development Applications: The Impact of Change; Characteristics of Organization Development; Traditional Approaches to OD, Other, Modern OD Techniques; OD in Perspective; New OD Techniques for the Future;</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Luthans, F. :ORGANIZATIONAL BEHAVIOR, McGraw Hill, Latest Edition • Robbins S.P.: ORGANISATIONAL BEHAVIOR, Prentice Hall, Latest Edition • Davis/Newstrom : HUMAN BEHAVIOR AT WORK ORGANIZATIONAL BEHAVIOR, McGraw Hill, Latest Edition • Bobbitt et al :ORGANIZATIONAL BEHAVIOR : UNDERSTANDING AND PREDICTION, Prentice Hall • John M. Ivancevich, Robert Konopaske and Michael T. Matteson : ORGANIZATIONAL BEHAVIOR AND MANAGEMENT, Latest Edition, McGraw Hill/Irwin, Boston, Mass • Luthans F.: Organizational Behavior by McGraw Hill <p>Recommended Journals:</p> <p>International Journal of Organisational Behaviour Journal of Organisational Behaviour – Wiley InterScience Organisational Behaviour and Human Decision Processes - Esevier</p>

Assessment	<table border="1"> <tr> <td data-bbox="472 191 1013 268">Examinations</td> <td data-bbox="1013 191 1489 268">70%</td> </tr> <tr> <td data-bbox="472 268 1013 310">Term Paper/Case Studies</td> <td data-bbox="1013 268 1489 310">20%</td> </tr> <tr> <td data-bbox="472 310 1013 352">Assignment(s)/Class Participation</td> <td data-bbox="1013 310 1489 352">10%</td> </tr> <tr> <td data-bbox="472 352 1489 407"></td> <td data-bbox="1013 352 1489 407">100%</td> </tr> </table>	Examinations	70%	Term Paper/Case Studies	20%	Assignment(s)/Class Participation	10%		100%
Examinations	70%								
Term Paper/Case Studies	20%								
Assignment(s)/Class Participation	10%								
	100%								
Language	English								

Course Title	International Business				
Course Code	BUS201				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 1 st Semester				
Instructor's name	Cathrin Lazarou				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To enable students to function effectively in a worldwide marketplace by making them more knowledgeable of the global economy and stressing the importance of international business and its impact on their careers and everyday lives.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe global macro-environmental dimensions and trends (economic, political, social) and analyze their impact on international organizations • Discuss non-universality of culture and how to avoid ethnocentrism in business interactions • Analyze how policy decisions by governments affect other nations, world marketplaces and businesses • Assess relevant information (economic, financial, legal) to assist companies in worldwide operations • Explain the importance of formulating and implementing an international business strategy correctly (strategic planning, organizational structure, entry modes, human resource strategy). 				
Prerequisites	BUS101	Co-requisites	None		
Course Content	Nature of International Business: Definition, importance and the scope of international activities; the evolution of international business; reasons for international business growth; the multinational				

corporation; the world economy according to major marketplaces or business centers.

Theories of International Trade and Investment: Classical country-based trade theories; modern firm-based trade theories, international investment theories.

Foreign Exchange and International Money Markets: The nature and structure of the Foreign exchange market (Banks, spot and forward markets, arbitrage); exchange rate determination, the international money market (Eurocurrency markets, international- lization of financial intermediaries).

The International Monetary system and the Balance of Payments: History (Gold standard, Breton Woods, IMF and Special Drawing Rights, European monetary system); the World Bank; fixed versus flexible exchange rate system; the Balance of Payments with its various components.

National Trade Policies and International Trade cooperation among nations: Barriers to international trade(tariffs and non-tariffs); promotion of international trade; controlling unfair trade practices; General Agreement on Tariffs and Trade; Various forms of regional economic integration; European Union; NAFTA and other Trading blocs.

The International Legal and Political Environment: The different legal systems (common, civil, religious and bureaucratic law); treaties and conventions; economic development agreements; arbitration and dispute settlements; political risk assessment; sources of political risk.

The role of culture: Meaning and characteristics of culture (social, language, religion, communication, values); cultural differences; attitude toward work, authority, time, age, family.

International Strategic Management and modes of entry: Understanding international strategic management and its components; developing international strategies; levels of strategy;

SWOT analysis; assessing national economies; exporting; licensing; franchising; turnkey operations; foreign direct investment; strategic alliances through joint ventures; benefits and pitfalls.

Organization Design for International Business: The evolution process; global organization designs (area, functional, customer, matrix, hybrid); the most appropriate; centralization versus decentralization; coordination in the global organization.

International Marketing and Export Management: International marketing and business strategies; standardization versus customization; product policy; pricing issues; promotion issues; distribution issues; export operations; the mechanics of payment.

International Financial Management: Financial issues in international trade (choice of currency, credit checking, method of payment, financing trade); managing foreign exchange risk; management of working capital; international capital budgeting; sources of international investment capital.

International Accounting and Taxation: National differences in accounting; efforts of harmonization; accounting for international business activities; international taxation issues; resolving international tax conflicts.

International Human Resource Management: Strategic importance of HR Management; managerial staffing needs, recruitment, selection, training and development, performance appraisal and compensation; human resources for non-managerial employees; labor relations; collective bargaining and union influence in various countries.

Managing Technology transfers: Nature of technology and the transfer process; maintaining the technology advantage; locating R&D facilities abroad; technology transfer strategies.

Controlling the International Business: Strategic control; establishing international control systems; control techniques; controlling quality around the world; controlling information in international business.

	Recent developments and contemporary issues pertaining to the subject-matter of the course.								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Ricky W. Griffin, Michael W. Pustay: INTERNATIONAL BUSINESS: A Managerial Perspective, Prentice Hall • Donald Ball, Wendell H. McCulloch, Michael Geringer, Paul L. Frantz & Michael S. Minor: INTERNATIONAL BUSINESS: The Challenge of Global Competition, McGraw Hill • Charles W. & L. Hill : INTERNATIONAL BUSINESS: Competing in the Global Marketplace, McGraw Hill • Daniels, Radebaugh, Sullivan :INTERNATIONAL BUSINESS: Environments & Operations, Prentice Hall • Alan M. Rugman & Richard M. Hodgetts : INTERNATIONAL BUSINESS, Prentice Hall <p>Sloan Management Review Harvard Business Review</p>								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>75%</td> </tr> <tr> <td>Assignment(s)</td> <td>15%</td> </tr> <tr> <td>Class Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	75%	Assignment(s)	15%	Class Participation	10%		100%
Examinations	75%								
Assignment(s)	15%								
Class Participation	10%								
	100%								
Language	English								

Course Title	Innovation and Entrepreneurship				
Course Code	BUS360				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 1 st Semester				
Instructor's name	Despina Marouchou				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>Introduction to innovation and entrepreneurship; Types of Innovation; Types of Entrepreneurs; The Process of Innovation and Entrepreneurship; Technological and other Changes; Theories of Innovation and Entrepreneurship; Innovation Strategy; 'Technological Entrepreneurs'; Funding Innovation and Entrepreneurship; Managing and Leading Innovation; Creating Competitive advantage through innovation; Sustaining innovation; Group and Individual exercises.</p> <p>This course puts the theoretical foundations of entrepreneurship and innovation into practical, concrete applications. Thus, students are involved from the outset in examining company-product development, market assessment, innovative techniques, the means for presenting and promoting a business idea and implementation challenges.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the main innovation and entrepreneurship theoretical foundations • Evaluate the degree of innovation and enterprise in a business • List the main personal, business, market characteristics that need to be analysed in order to embark on an entrepreneurial venture. • Describe success possibilities, given a set of the necessary data regarding the critical factors for success of a new business venture. • Demonstrate the use of specific innovation approaches for the purpose of entrepreneurial development. 				

	<ul style="list-style-type: none"> Analyse and interpret relevant data using different approaches, in order to improve relevant decision making and actions. Explain their own individual entrepreneurial and innovative capacities. 		
Prerequisites	BUS101 or MGT101	Co-requisites	None
Course Content	<p>With the use of multimedia approaches, students will be exposed to the critical factors, which need to be considered and analysed when embarking on a new business venture. Internal factors (e.g. personal abilities, knowhow, finances) will be juxtaposed with external factors (e.g. trends, culture, economic conditions) in order to identify possibilities and opportunities for entrepreneurial activity.</p> <p>This knowledge will be evaluated and then built upon with the utilisation of theory, specific entrepreneurial and idea generation models, in order to understand how a basic idea must be enhanced and perfected. This kind of work improves the comprehension of the entrepreneurial idea and also makes it easier to present to outsiders. Much of the course will be hands-on, using actual methods in the form of individual and group work.</p> <p>Especially, students will be exposed to the new product life cycle realities, which render the ‘innovate or die’ motto a very true one. The course will embrace a capabilities-based view and angle in order to best prepare and involve the participating students.</p>		
Teaching Methodology	Face-to-face		
Bibliography	<ul style="list-style-type: none"> Smith, D. (2009) <i>Exploring Innovation</i>, 2nd edition, McGraw-Hill, New York, NY. (or latest edition) Drucker, P (2012) “Innovation and Entrepreneurship”, Taylor & Francis Chesbrough, H. (2007) ‘Why companies should have open business models’, <i>MIT Sloan Management Review</i> 48(2), 22–28. 		

	<ul style="list-style-type: none"> • Lumsdain, E. & Binks M. (2006), “Entrepreneurship from Creativity to innovation: Effective Thinking Skills for a Changing World”, Trafford Publishing • Utterback, J.M. (1994) <i>Mastering the Dynamics of Innovation</i>, Boston, MA: Harvard, Business School Press.(pp.79-91) • Bower, J. L. and Christensen, C. M. (1995) ‘Disruptive technologies: catchingthe wave’, <i>Harvard Business Review</i> 73(1), 43–53. • Davila, T., Epstein, M.J., and Shelton, R. (2006) <i>Making Innovation Work: How to Manage it, Measure it and Profit from it</i>, Wharton School Publishing, Upper SaddleRiver, NJ. • Konis E. (2008), “Impact of Competitive Pressure on Cyprus Family Businesses”, pp.220-240, in Gupta V. et al. (eds.), ‘Culturally sensitive Models of family Business in Eastern Europe’ ICFAI University Press • Lieberman, M. B. and Montgomery, D. B. (1988) ‘First-mover advantages’, <i>Strategic Management Journal</i> 9, 41–58. <p>Entrepreneurship Theory & Practice Journal, Baylor Business http://www.entrepreneurship.org/ http://www.hbs.edu/entrepreneurship/</p>								
Assessment	<table border="1" style="border-collapse: collapse;"> <tr> <td style="padding: 5px;">Examinations</td> <td style="text-align: center; padding: 5px;">70%</td> </tr> <tr> <td style="padding: 5px;">Assignment(s)</td> <td style="text-align: center; padding: 5px;">20%</td> </tr> <tr> <td style="padding: 5px;">Class Participation</td> <td style="text-align: center; padding: 5px;">10%</td> </tr> <tr> <td></td> <td style="text-align: center; padding: 5px;">100%</td> </tr> </table>	Examinations	70%	Assignment(s)	20%	Class Participation	10%		100%
Examinations	70%								
Assignment(s)	20%								
Class Participation	10%								
	100%								
Language	English								

Course Title	Principles of Microeconomics				
Course Code	ECO101				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	2 nd Year / 1 st Semester				
Instructor's name	Marios Mavrides				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>To equip students with knowledge and understanding of the fundamental principles and concepts of microeconomics.</p> <p>To introduce students to those principles essential to an understanding of the fundamental economic challenges and problems consumers, firms, and governments face and the applications to relevant economic policy.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain and apply the basic principles and essential concepts of microeconomic theory; • Explain and illustrate applications of consumer choice analysis, and demand and supply analysis; • Explain and apply microeconomic theory and concepts, derive market demand and supply schedules, and analyze changes in market price; • Explain theories of perfect and imperfect competition, appraise the case for free-market economics, and recount the sources and implications of market failure; • Discuss microeconomic models and problems and be able to solve and interpret problems based on such models; • Use microeconomic concepts and methods to analyze and interpret real-world microeconomic phenomena, and to assess issues of microeconomic policy. 				
Prerequisites	BUS101 or MGT101	Co-requisites	None		

<p>Course Content</p>	<p>Introduction: Economics: Description and Policy; the Methodology of Economics; Basic Problems of Economic Organization; Inputs Outputs Market; the Law of Scarcity; Society's Production/Possibility Frontier; the Law of Diminishing Returns.</p> <p>Price Functioning in a Mixed Economy; Market; Mixed Economies; the Market Mechanism; the Economic Role of Government; Functions of the Government; Capital; Division of Labour and Money.</p> <p>The Bare Elements of Supply and Demand; the Market Mechanism; Analysis of Supply and Demand; What Supply and Demand Accomplishes; General Equilibrium; the Role of Perfect Competition.</p> <p>Output and Price as Determined by Supply and Demand; Elasticity of Demand and Supply; Momentary, Short Run and Long Run Equilibrium; Applications of Supply and Demand.</p> <p>The Theory of Demand and Utility; Demand Shifts from Changes in Income and Other Sources; the Law of Diminishing Marginal Utility; Equilibrium Conditions; Substitution and Income Effects; the Paradox of Value; Consumer's Surplus; Geometrical Analysis of Consumer Equilibrium.</p> <p>Analysis of Costs; Total Cost; Definition of Marginal Cost; Average Cost; Long Run; Envelope Curve; Opportunity Cost.</p> <p>Competitive Supply; Supply Behaviour of a Competitive Industry; Total Cost and Short Run Shutdown Conditions; Total Cost and Long Run Break-Even Conditions; Efficiency and Competitive Markets.</p> <p>Imperfect Competition; Monopoly and Regulation; Sources and Patterns of Imperfect Competition; Maximum Profit Monopoly Equilibrium; Monopoly Its Social Costs and Regulations.</p>
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	<p>Imperfect Competition and Antitrust Policy; Patterns of Imperfect Competition; Oligopoly; Monopolistic Competition; the Pros and Cons of Imperfect Competition; Basic Issues in Antitrust.</p> <p>The Theory of Production and Marginal Products; the Theory of Production; the Aggregate Production Function; the Efficiency of Competitive Factor Pricing;</p> <p>Marginal Product Theory of the Simple Firm; A Numerical Production Function; Least Cost Factor Combination for A Given Output.</p> <p>Pricing of Factor Inputs; Rents on Land and Other Resources; Determination of Factor Prices by Supply and Demand.</p> <p>Wages, Salaries and the Labour Market; Wage Determination Under Perfect Competition; Supply of Labour; Wage Differences Across Groups; Discrimination by Race and Sex.</p> <p>Labour Unions and Collective Bargaining; Brief History of the Labour Movement; How Collective Bargaining Works; Current Labour Issues; Imperfection of the Labour Market and Collective Bargaining; Four Ways Unions Seek to Raise Wages; Effects on Wages and Employment.</p> <p>Interest; Profits, and Capital; Concepts in Capital Theory; the Rate of Return on Capital.</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • N. Gregory Mankiw: Principles of Economics (latest edition) Harcourt • Baumol,W.J./Blinder,A.S: ECONOMICS-PRINCIPLES AND POLICY(Latest Edition), Dryden

- **Taylor, J.B.** : ECONOMICS (Latest Edition), Houghton Mifflin
 - **Ioannis M. Violaris, Epiphaniou**: Economics (A Bilingual Approach)
 - **Samuelson, P.A./Nordhaus, W.**: ECONOMICS, McGraw Hill, Latest Edition
 - **McConnell, C.R./Brue, S.L.**: ECONOMICS, McGraw Hill, Latest Edition
 - **Case, K./Fair, R.**: PRINCIPLES OF ECONOMICS Prentice Hall, Latest Edition
 - **McEachern, W.A.**: ECONOMICS-A CONTEMPORARY INTRODUCTION, Latest Edition
 - **McKenzie, R.B.**: ECONOMICS, Houghton Mifflin
 - **Mansfield, E.**: PRINCIPLES OF MICROECONOMICS W. Norton
 - **Albrecht, W.P.**: MICROECONOMIC PRINCIPLES Prentice Hall
 - **Schiller, S.R.**: THE MICRO ECONOMY TODAY ,Random House
 - **Wonnacott, P./Wonnacott, R.**: ECONOMICS, Latest Edition, McGraw Hill
 - **Begg, D./Fischer, S./ Dornbusch, R.**: ECONOMICS , McGraw Hill
 - **David Hyman, N.**: MICROECONOMICS, Irwin
- Selected articles from periodicals

Assessment	<table border="1"> <tr> <td data-bbox="472 191 1011 268">Examinations</td> <td data-bbox="1011 191 1489 268">90%</td> </tr> <tr> <td data-bbox="472 268 1011 306">Assignment(s)/Class Participation</td> <td data-bbox="1011 268 1489 306">10%</td> </tr> <tr> <td data-bbox="472 306 1011 373"></td> <td data-bbox="1011 306 1489 373">100%</td> </tr> </table>	Examinations	90%	Assignment(s)/Class Participation	10%		100%
Examinations	90%						
Assignment(s)/Class Participation	10%						
	100%						
Language	English						

Course Title	Essentials of Financial Analysis				
Course Code	FIN101				
Course Type	Major Elective				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 1 st Semester				
Instructor's name	Dr. Simona Mihai				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	An introductory comprehensive analysis of the main concepts prevailing in the area of Finance. The course begins with basic concepts, focusing on the economic environment (including financial markets), risk and the valuation process, and it then shows how specific techniques and decision rules can be used to help maximize the value of the firm. Students will be exposed to modern methods of performing financial analysis of public companies.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the scope of finance and financial management, the role of the financial manager, and the Agency Problem • Explain and discuss working capital and evaluate the working capital position of a given firm. • Describe and calculate Present Value, Opportunity Cost of Capital, Net Present Value and other Investment Criteria • Evaluate common stocks • Explain and evaluate the concepts Risk and Return • Analyze the relationship between Capital Budgeting and Risk • Evaluate specific investment decisions, such as lease or buy, asset replacement, and capital rationing • Solve problems, including the ability to manipulate financial and other numerical data 				
Prerequisites	ECO 101 or ACC 112, MAT 115 or BUS111	Co-requisites	None		
Course Content	<ul style="list-style-type: none"> • Financial management and financial objective: Explain the nature and purpose of financial management and its relationship between financial and management accounting. Identify and describe the different financial objective and discuss their relationship with corporate objectives and strategy. Identify and describe the different stakeholders and their impact on corporate 				

	<p>objective. Discuss the financial and other objectives in not-for-profit organizations.</p> <ul style="list-style-type: none"> • Financial Management Environment: Identify and explain the main macroeconomic policy targets and the role of interest rates, fiscal and monetary policy in achieving those targets. Discuss how government economic policies interact with the business decisions-making and explain the need for such interaction. Identify and explain the nature and the role of financial markets and institutions. • Working Capital Management: Discuss, apply and evaluate the use of relevant techniques in managing inventory, account receivable and account payables. Determine working capital needs and funding strategies. • Investment Appraisals with the use of discounting cash flows: Explain and apply concepts relating to interest and discounting. Calculate the Net Present Value and Internal Rate of Return and discuss their usefulness as an investment appraisal method. Apply and discuss the real-terms and nominal terms approaches to investment appraisals. Calculate the taxation effects of relevant cash flows. • Project Appraisals and Risk: Calculate discounted payback and discuss its usefulness as an investment appraisal method. Describe and discuss the difference between risk and uncertainty in relation to probabilities and increasing project life. Apply and discuss sensitivity and probability analysis, and other techniques to investment projects. • Specific Investment Decisions: Evaluate leasing and borrowing to buy using before and after tax costs of debt. Evaluate asset replacement decisions and investment decisions under single period capital rationing. Calculate profitability index for divisible and NPV for non-divisible projects. • Recent developments and contemporary issues pertaining to the subject-matter of the course.
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Weston and Brigham : ESSENTIALS OF MANAGERIAL FINANCE, Latest Edition, The Dryden Press • Richard A. Brealey and Steward A. Mayers : PRINCIPLES OF CORPORATE FINANCE, Latest Edition, Irwin,McGraw Hill

	<ul style="list-style-type: none"> • BPP Notes for F9-ACCA • Journal of Corporate Finance • Journal of Finance 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>80%</td> </tr> <tr> <td>Project / Quizzes</td> <td>10%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	80%	Project / Quizzes	10%	Participation	10%		100%
Examinations	80%								
Project / Quizzes	10%								
Participation	10%								
	100%								
Language	English								

Course Title	Aviation Communication				
Course Code	AVM125				
Course Type	Major Elective				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 2 nd Semester				
Instructor's name	Claire Georgiou, Chrysostomos Chrysostomou				
ECTS	5	Lectures / week	3 Hours /14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Aviation Communication Course is to bridge the students' language gaps and enhance their language skills in order to prepare them for the English Language Proficiency Test that is a requirement for aviation professionals (such as pilots and air traffic controllers) according to ICAO requirements (Appendix A - Annex 1 of ICAO Doc 9835).</p> <p>The objective of the course is to reflect a range of tasks undertaken by aviation professionals but with specific focus on language rather than operational procedures. The course should strengthen the students' ability to communicate effectively using standard R/T phraseology and deliver and understand messages in plain language in both usual and unusual situations that necessitate departure from standard R/T phraseology.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate ability to efficiently and confidently communicate in the English language especially in aviation related situations • Demonstrate knowledge of Aviation English and ICAO phraseology • Demonstrate the ability to understand and respond to R/T messages • Define the requirements of the ICAO English Proficiency test • Achieve the required ICAO Aviation English Level 4 (or above) proficiency standard 				
Prerequisites	None	Co-requisites	None		
Course Content	The course covers general English and English for the working aviation environment. The content of this course aims to improve students'				

communicative competence with particular reference to the following six ICAO language proficiency descriptors:

- Pronunciation
- Structure
- Vocabulary
- Fluency
- Comprehension
- Interaction.

Students will develop their communication skills with interactive language and pronunciation exercises and practice using the functional language and vocabulary required in both standard and non-standard aviation situations. Exercises included in this course will be in the form of:

- Reading
- Listening
- Simulations and role playing
- Aviation-related discussions
- Vocabulary exercises
- Picture description tasks

Exercises that will be used during the course may include but will not be restricted to subjects such as:

- Communication vocabulary
- The ICAO alphabet and numbers pronunciation
- Avoiding miscommunication techniques
- Airport layout description and vocabulary
- Use of prepositions
- Describing actions and positions
- Incident reports
- Word endings pronunciation
- Confirming and disconfirming
- Expressing purpose
- Giving instructions
- Saying things another way
- Expressing necessity
- Expressing preferences
- Stating intentions
- Explaining unknown words
- Units of measurement vocabulary
- Explaining how something works
- Medical emergencies vocabulary
- Making suggestions and giving advise
- Orders and requests

	<ul style="list-style-type: none"> • Weather vocabulary 								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Dominique Estival, Candace Farris, Brett Molesworth. <i>Aviation English: A lingua franca for pilots and air traffic controllers.</i> Routledge. 1st Edition. 2016. ISBN 978-1138022386. • Bob Gardner. <i>Say Again, Please: Guide to Radio Communications.</i> 5th Edition. Aviation Supplies and Academics. 2014. ISBN 978-1619540897. • Henry Emery, Andy Roberts. <i>Aviation English for ICAO Compliance.</i> Macmillan Education. 2008. ISBN 978-0-230-02755-8. 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignment(s)</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignment(s)	20%	Participation	10%		100%
Examinations	70%								
Assignment(s)	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Introduction to Airline Management				
Course Code	AVM113				
Course Type	Major elective				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 2 nd Semester				
Instructor's name	Dr. Nadine Itani				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the course is to provide the student with sufficient knowledge about the airline industry to better understand it from a management perspective with a focus on the opportunities, risks and challenges facing this vital industry. Students will learn to use the fundamentals of several management disciplines, particularly economics, operations, marketing and finance, in developing the overview of the industry. This course also examines airline emerging business models for fleet planning, route network design, scheduling, pricing and revenue management.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain concepts of supply and demand for air transportation • Understand the mechanics of airline financial and operational issues • Recognize what drives airline cost and revenue • Examine how company revenues and profitability depend on the network and fleet plan • Evaluate the performance of different route structures • Create a schedule that effectively utilizes aircraft resources • Review passenger traffic demand, flight schedule data and optimization tools • Defend and discuss the strategic and tactical choices made by airlines performance indicators. 				
Prerequisites	None	Co-requisites	None		

Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Supply and demand for air transportation: factors driving air transport growth; air cargo; demand forecasting • Airline Economics Review: demand and market share models; differential pricing and revenues. • Operating costs and productivity: components of airline operating costs; measures of aircraft and labor productivity. • Airline schedule development: network supply definitions and concepts; timetable development issues and constraints. • Passenger choice models: decision window market share model; consumer choice of path/fare options. • Route planning and network strategies: route evaluation in hub networks; route profitability estimation issues. • Revenue management: concept and models; seat inventory control process 								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Peter Belobaba, Amedeo Odoni, Cynthia Barnhart, <i>The Global Airline Industry</i>, Chichester, West Sussex, U.K., Wiley, 2009. • Gerald N. Cook, Bruce Billig, <i>Airline Operations and Management: a management textbook</i>, New York, Routledge, 2017. • Shaw, S., <i>Airline Marketing and Management</i>, 7th edition, England, Ashgate Publishing, 2011. • Doganis, R., <i>Flying off course: airline economics and marketing</i>, 4th edition, England, New York, Routledge, 2010. 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>60%</td> </tr> <tr> <td>Assignments</td> <td>30%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	60%	Assignments	30%	Participation	10%		100%
Examinations	60%								
Assignments	30%								
Participation	10%								
	100%								
Language	English								

Course Title	Introduction to Airport Management				
Course Code	AVM114				
Course Type	Major elective				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 2 nd Semester				
Instructor's name	Nadine Itani, Elias Elia				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the course is to provide the student with sufficient knowledge about the airport business to better understand it from a management perspective with a focus on the opportunities, risks and challenges facing airports nowadays. Students will learn how to use the fundamentals of several management disciplines, particularly economics, operations, marketing and finance, in developing an insight into the process of running successful airports. This course also examines how airports are coping with the volatile and uncertain operating environment, security threats and other emerging trends in technology.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain concepts of supply and demand for air transportation • Demonstrate a clear understanding of the economic characteristics of airports. • Understand what drives airport cost and revenue • Review passenger traffic demand, aircraft movements and route optimization tools • Demonstrate a clear understanding of the business environment faced by airports and the requirements and needs of airport customers. • Defend and discuss the strategic and tactical choices made by airports. • Evaluate appropriate solutions to solving management problems and policy issues in both aeronautical and commercial business streams. 				

	<ul style="list-style-type: none"> Analyze and evaluate differences in airport performance through the use of appropriate benchmarking measures. 		
Prerequisites	None	Co-requisites	None
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> The structure of the airport industry: airport management on international level, national plans for integrated airport systems, rules that govern airport management, airport organization and administration. Airport economics and performance benchmarking: Airport financial management, airport planning, capacity and delay, financial accounting, liability insurance, planning budgets, revenue strategies, pricing, sources of operating revenues. The airport / airline relationship: air operators, maintenance, air traffic control, air operations. Airport operations: The airfield, terminals and ground access, air traffic management, airport security, operations management under 14 CFR Part 139. Airport service quality, competition and the role of marketing: terminal layout, services to the passenger, quality management, passenger flow, competition, marketing strategies. The economic and social impact of airports: economic role, political role, environmental impact, social impact and responsibilities. Airports of the future: Predictions review, future outlook at airport management. 		
Teaching Methodology	Face-to-face		
Bibliography	<ul style="list-style-type: none"> Seth B. Young, Alexander T. Wells. <i>Airport Planning and Management</i>. 6th Edition (2011). ISBN 978-0-07-175024-0. C. Daniel Prather, Richard N. Steele. <i>Airport Management</i>. Aviation Supplies and Academics, Inc.; 1st edition (2015). ISBN 978-1619542099. Jeffrey Price, Jeffrey Forrest. <i>Practical Airport Operations, Safety, and Emergency Management: Protocols for Today and the Future</i>. Butterworth-Heinemann; 1st edition (2016). ISBN 978-0128005156. 		

	<ul style="list-style-type: none"> • Graham, A., <i>Managing Airports: an international perspective</i>, 4th edition, Butterworth-Heinemann, Oxford (2013). • Doganis, R., <i>The Airport Business</i>, England, New York, Routledge, (2005). • De Neufville, R., Odoni, A., <i>Airport Systems: Planning, Design and Management</i>, McGraw-Hill, New York (2003). 								
Assessment	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 5px;">Examinations</td> <td style="text-align: center; padding: 5px;">60%</td> </tr> <tr> <td style="padding: 5px;">Assignments</td> <td style="text-align: center; padding: 5px;">30%</td> </tr> <tr> <td style="padding: 5px;">Participation</td> <td style="text-align: center; padding: 5px;">10%</td> </tr> <tr> <td></td> <td style="text-align: center; padding: 5px;">100%</td> </tr> </table>	Examinations	60%	Assignments	30%	Participation	10%		100%
Examinations	60%								
Assignments	30%								
Participation	10%								
	100%								
Language	English								

Course Title	Introduction to Air Traffic Services				
Course Code	AVM115				
Course Type	Major elective				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 2 nd Semester				
Instructor's name	Haris Antoniadis				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Introduction to Air Traffic Services (ATS) course is to provide the student with the basic knowledge of the services provided by States to the users of the airspace. The course spans subjects like the aviation legal framework and international organizations, airspace structure, the basic International Civil Aviation Organization Annexes relating to ATS, the description and basic obligations of States regarding air traffic services, air traffic flow and capacity management, the basics of air traffic control and an overview of air traffic controller training and licensing. The course will also span the latest technological developments in the air traffic control and the European initiatives in the evolution of the profession.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should :</p> <ul style="list-style-type: none"> • Recognise the role of each organization in the development of civil aviation • Be able to understand the main principles and issues relating to the provision of air traffic services including vital parts of the legal framework – obligation of States. • Be able to describe the parts that constitutes each air traffic service. • Understand how air traffic control works and the basic type of separations used. • Have an overview of the latest air traffic controller systems and tools used for the provision of air traffic control. • Recognise the different type of services per airspace classification and the associated type of flights. • Be able to understand the role of air traffic flow and capacity management and the act of balancing demand to capacity and how air traffic control delays are generated. 				

	<ul style="list-style-type: none"> • Be able to understand the range of the air traffic controller training through an overview of the basic elements of the training and the obligations of the air traffic controller. • Be able to appreciate the rapid evolution of the air traffic services via the latest European initiatives and current projects. 		
Prerequisites	None	Co-requisites	None
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Aviation law - National and International Organisations, Name the key national and international aviation organisations, e.g. ICAO, ECAC, EASA, EUROCONTROL, National Authority, Describe the impact these organisations have on ATS. • ICAO- Explain the purpose and function of ICAO, describe the methods by which ICAO notifies and implements legislation, e.g. SARPS, PANS, ICAO Annexes, ICAO Documents, ICAO regional offices. • RULES AND REGULATIONS in the provision of ATS- Explain the objectives of ATS- Differentiate between the Air Navigation Services, explain the considerations, which determine the need for the ATS, analysis of ICAO Annex 11, differentiate between the various ATS. • Airspace and ATS routes- Explain ICAO airspace classification, differentiate between the different types of airspace. e.g. Control zones, control areas, airways, upper and lower airspace, restricted areas, prohibited and danger areas, FIR, aerodrome traffic zone, control zones, control areas, ATS routes, upper and lower airspace, restricted areas, prohibited and danger areas, FIR, aerodrome traffic zone, etc. etc. Differentiate between the different types of ATS routes- airway, arrival route, departure route, advisory route, controlled route, uncontrolled route. Decode information from aeronautical charts. • Rules of the Air- Explain the Rules of the Air (ICAO Annex 2 and ICAO Annex 11. Appreciate the influence of relevant flight rules on ATC. General flight rules, instrument flight rules, visual flight rules. Appreciate the differences between flying in accordance with VFR and IFR, in VMC and IMC. Explain the functions of a flight plan. Explain the different types of flight plans and associated update messages. Explain the pilot's responsibilities in relation to adherence to flight plan 		

- **Aerodromes-** Describe the general design and layout of an aerodrome- Runway(s), taxiways, apron, movement area, manoeuvring area, designated positions on an aerodrome. Explain the numbering system and orientation of runways. Differentiate between different types of aerodromes- Controlled, uncontrolled, military, international, and regional. Describe designated positions in the traffic circuit, list the factors affecting the selection of runway in use.
- **AIR TRAFFIC MANAGEMENT - *Air Traffic Control Service***- Define ATC service (ICAO Annex 11), Explain the division of the ATC service, Explain the responsibility for the provision of the ATC service, differentiate between the different methods of ATC service. **Flight Information Service-** Define FIS. Describe the scope of the FIS, explain the responsibility for the provision of the FIS. State the methods of transmitting information. **Alerting Service-** Define ALRS, Describe the scope of the ALRS. Explain the responsibility for the provision of the ALRS. Differentiate between the phases of emergency- Uncertainty, alert, distress. Describe the organisation of an ALRS. Responsibilities, local organisation- describe the cooperation between units providing the alerting services and the Search and Rescue units. Differentiate between distress and urgency signals, e.g. Mayday, Pan, visual signals, etc.
- **ATS System Capacity and Air Traffic Flow Management -** Define ATFM, state the scope of capacity management, explain the responsibility for the provision of ATFCM, and state the methods of providing ATFCM.
- **Airspace Management -** Define ASM, describe the scope of ASM, flexible use of airspace.
- **RADIOTELEPHONY (RTF) -** Explain the need for approved phraseology, communication techniques, Readback /verification of readback. **ATC CLEARANCES AND ATC INSTRUCTIONS -** Type and Content of ATC Clearances, Define ATC clearance, describe the contents of an ATC clearance. **ATC Instructions-** Define ATC Instructions, describe the contents of an ATC instructions, issue appropriate ATC instructions.
- **COORDINATION in ATC -** Explain the principles, types and content of coordination, e.g. notification, negotiation, agreement, transfer of flight data and local agreements, etc. Necessity for coordination- Local agreements. Describe the

means of coordination e.g. Data link, telephone, intercom, voice, etc.

- **SEPARATIONS-** State the vertical separation standards and procedures. State the longitudinal separation standards and procedures based on time and distance. State the lateral separation standards and procedures. Visual Separation, state the occasions when clearance to fly maintaining own separation while in VMC can be used. State the aerodrome separation standards and procedures. Separation on the manoeuvring area, in the traffic circuit, for departing and arriving aircraft. Wake Turbulence Separation. Explain the wake turbulence categories and separations. Separation based on ATS surveillance systems- Separation (e.g. vertical, longitudinal, lateral, aerodrome, based on ATS surveillance systems, distances from airspace boundaries), identification, monitoring, vectoring,
- **AIRBORNE COLLISION AVOIDANCE SYSTEMS AND GROUND-BASED SAFETY NETS** - Main characteristics of airborne warning systems and their relevance to ATC operations, e.g. ACAS, GPWS, Wind shear alerts. State the function of ACAS Traffic Alerts and Resolution Advisories. List, in the correct order, the actions of the pilot following the generation of ACAS event. Describe the controller responsibility during and following an ACAS RA reported by pilot. List the ACAS limitations. Differentiate between ACAS advisory thresholds and ATC separation standards. *Ground-based Safety Nets* -State the main characteristics of ground-based safety nets and their relevance to ATC operations e.g. STCA, MSAW, APW, APM
- **DATA DISPLAY-** Describe flight plan processing, e.g. AFTN, IFPS, encode and decode flight plans. Update the data display to accurately reflect the traffic situation.
- **Maps and Charts Used in Aviation-** Differentiate between the various maps and charts. State the specific use of various maps and charts. Decode symbols and information displayed on maps and charts.
- **INSTRUMENTAL NAVIGATION** - Explain the basic working principles of ground-based systems, VDF, NDB, VOR, DME, ILS. Basics of area navigation.

	<ul style="list-style-type: none"> EQUIPMENT AND SYSTEMS- Characterise the main items of ATC equipment, communication equipment, VDF/UDF, radars. RADIO- radio theory, limitations, characteristics and limitations of frequency bands, use in ATC, navigation and communications. <i>Air Ground Communications-</i> the use of controller pilot datalink communications (CPDLC). RADAR-principles of radar. Recognise the characteristics of radar wavelengths. Recognise the use, characteristics and limitations of different radar types, e.g. frequency bands, long and short-range radar, weather radar, high-resolution radar. Primary Radar- Explain the working principles of PSR. Secondary Radar - Explain the working principles of SSR, Mode A, Mode C. Explain SSR code management, discrete vs non-discrete codes, special codes. Explain the use of PSR/SSR in ATC, e.g. area, approach, aerodrome, surface movement radar, DFTI. Explain the link between PSR/SSR with automated systems. Explain the advantages and disadvantages of PSR/SSR. Mode S- State the principles of Mode S and explain the use of Mode S in ATC systems. AUTOMATIC DEPENDENT SURVEILLANCE -State the working principles of ADS. Explain the use and limitations of ADS. FUTURE EQUIPMENT-developments in the equipment field. Aeronautical Fixed Telecommunication Network- Describe the principles of AFTN. Recognise the benefits of automatic exchange of ATS data in coordination and transfer processes. Accuracy, speed and safety, non-verbal communications. HUMAN element – the air traffic controller, selection process, characteristics, obligations, Professional Conduct, stress and fatigue, teamwork, human error.
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> Michael S. Nolan. <i>Fundamentals of Air Traffic Control 5th Edition.</i> Delmar Cengage Learning; 2010. ISBN 978-1435482722 U. S. Department of Transportation, Federal Aviation Administration. <i>Air Traffic Organization Safety Management System Manual.</i> CreateSpace Independent Publishing Platform (2013). ISBN 978-1490418971. ICAO Annexes EUROCONTROL manuals

Assessment	<table border="1" data-bbox="1013 233 1213 386"> <tr> <td data-bbox="500 233 1013 275">Examinations</td> <td data-bbox="1013 233 1213 275">70%</td> </tr> <tr> <td data-bbox="500 275 1013 317">Assignment(s)</td> <td data-bbox="1013 275 1213 317">20%</td> </tr> <tr> <td data-bbox="500 317 1013 359">Participation</td> <td data-bbox="1013 317 1213 359">10%</td> </tr> <tr> <td data-bbox="500 359 1013 386"></td> <td data-bbox="1013 359 1213 386">100%</td> </tr> </table>	Examinations	70%	Assignment(s)	20%	Participation	10%		100%
Examinations	70%								
Assignment(s)	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Private Pilot Flight Training				
Course Code	AVM116				
Course Type	Major elective				
Level	Bachelor (1 st cycle)				
Year / Semester	1 st Year / 2 nd Semester				
Instructor's name	Nicos Kountouris				
ECTS	6	Lectures / week	Min. 45 Hours of Flight	Laboratories / week	None
Course Purpose and Objectives	<p>The Private Pilot Flight Training course's purpose is to provide the knowledge and skills necessary for the student to be able to act as pilot in command of a SEP (Single Engine Piston) aeroplane and to qualify for the PPL practical examination (flight test) which together with the respective theoretical examination leads to the PPL qualification (awarded by the Department of Civil Aviation). The course trains students on all the necessary aspects of flight including preparation for flight, normal operations during flight, abnormal and emergency operations, navigation use of instruments etc.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge and understanding of aeroplane characteristics, systems and flight procedures. • Demonstrate knowledge and understanding of necessary principles of flight. • Demonstrate knowledge and understanding of necessary emergency drills. • Successfully apply aeroplane operation skills and techniques during all stages of taxiing and normal flying. • Successfully apply flying skills and techniques during abnormal flying and emergency situations. • Demonstrate competencies that will enable them to act as pilot-in-command of an aeroplane during solo flying. • Apply navigation knowledge and skills for flight planning and during flight for cross-country flights. • Demonstrate basic knowledge and skill in instrument flying. 				
Prerequisites	None		Co-requisites	AVM111	

Course Content

This course includes practical flight training that is based on the following exercises:

- **Exercise 1a - Familiarisation with the aeroplane:** characteristics of the aeroplane; cockpit layout; systems; checklists, drills and controls.
Exercise 1b - Emergency drills: action if fire on the ground and in the air; escape drills, location and use of emergency equipment and exits.
- **Exercise 2 - Preparation for and action after flight:** preflight paperwork; external and internal checks; power checks; running down checks and switching off the engine; parking; after flight paperwork.
- **Exercise 3 - Air experience:** flight exercise.
- **Exercise 4 - Effects of controls:** control surfaces; effects of air speed; slipstream; power; trimming; flaps; mixture control; carburetor heat; cabin heating or ventilation; other controls as applicable;
- **Exercise 5a - Taxiing:** pre-taxi checks; control of speed and stopping; engine handling; control of direction and turning; parking area procedure and precautions; marshalling signals; instrument checks; air traffic control procedures.
Exercise 5b - Emergencies: brake and steering failure.
- **Exercise 6 - Straight and level flight:** attaining and maintaining straight and level flight; flight at critically high air speeds; stability control; trim; use of instruments for precision.
- **Exercise 7 - Climbing:** entry, maintaining the normal and max rate climb and levelling off; en-route climb; maximum angle of climb; use of instruments for precision.
- **Exercise 8 - Descending:** entry, maintaining and levelling off; glide, powered and cruise descent; side slipping; use of instruments for precision flight.
- **Exercise 9 - Turning:** entry and maintaining medium level turns; resuming straight flight; faults in the turn; climbing turns; descending turns; use of instruments for precision.
- **Exercise 10a - Slow flight:** safety checks; controlled flight down to critically slow air speed; recovery to normal climb speed.
Exercise 10b - Stalling: safety checks; symptoms; recognition; clean stall and recovery; approach to stall in the approach and in the landing configurations; recovery at the incipient stage.
- **Exercise 11 - Spin avoidance:** safety checks; stalling and recovery at the incipient spin stage; instructor induced distractions during the stall.
- **Exercise 12 - Take-off and climb to downwind position:** pre-take-off checks; into wind take-off; crosswind take-off; short

	<p>take-off and soft field techniques including performance calculations; noise abatement procedures.</p> <ul style="list-style-type: none"> • Exercise 13 - Circuit, approach and landing: circuit procedures, downwind and base leg; powered approach and landing; crosswind approach and landing; glide approach and landing; short landing and soft field techniques; flapless approach and landing; missed approach and go-around; noise abatement procedures. Exercise 12/13 - Emergencies: abandoned take-off; engine failure after take-off; mislanding and go-around; missed approach. • Exercise 14 - First solo: instructor’s briefing, observation of flight and de-briefing; • Exercise 15 - Advanced turning: steep turns; level and descending; stalling and recovery; recoveries from unusual attitudes, including spiral dives. • Exercise 16 - Forced landing without power: choice of landing area; gliding distance; descent plan; key positions; engine cooling; engine failure checks; use of radio; base leg; final approach; landing; actions after landing. • Exercise 17 - Precautionary landing: procedure; occasions necessitating; landing area selection: normal aerodrome; disused aerodrome; ordinary field; circuit and approach; actions after landing. • Exercise 18a – Navigation (flight planning): weather forecast; maps; choice of route; safety altitudes. Calculations; flight information; radio frequencies; selection of alternate aerodromes; documentation; departure procedures; ATC liaison; use of nav aids; in-flight decisions; diversion procedures; Arrival and aerodrome joining procedure: Exercise 18b - Navigation problems at lower levels and in reduced visibility: hazards; effects of wind and turbulence; vertical situational awareness; bad weather circuit and landing. Exercise 18c - Radio navigation: use of GNSS; Use of VOR; obtaining a fix from two VORs; Use of ADF equipment: NDBs; R/T procedures and ATC liaison; QDM; pilot’s responsibilities; secondary surveillance radar: transponders; Use of DME; • Exercise 19 - Basic instrument flight: physiological sensations; instrument appreciation; attitude instrument flight; instrument limitations; basic maneuvers;
Teaching Methodology	Min. 40 Hours of Flight
Bibliography	PPL Flight Training Manual

Assessment	Flight test	100%
Language	English	

Course Title	Airline Operations Management				
Course Code	AVM250				
Course Type	Major Elective				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 1 st Semester				
Instructor's name	Michael Amprikidis				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Airline Operations Management course is to provide the student with the knowledge required in order to be able to understand and potentially occupy a management position in an airline operations environment. The course aims to cover subjects like Flight and Ground Operations Organization, AOC Nominated Persons duties and responsibilities, Operational Documentation, Standard Operating Procedures, Operations Control Center and its functions, Air Safety and Compliance with EASA/FAA regulations, Pilots and Cabin Crew duties and responsibilities, Training and the role of the Civil Aviation Authorities.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define the main operational principles and organisation requirements. • Describe the parts that constitute the operational documentation and manuals. • Describe roles and responsibilities of all personnel involved in the airline's operations. • Define the operating procedures used by the crews and specialised ground personnel. • Describe the air safety and compliance rules and the regulatory framework affecting the airline operations. • Describe the supervision of flight operations by the civil aviation authority's; • Describe the functions of all airline's operational departments 				
Prerequisites	AVM113	Co-requisites	None		
Course Content	The material included in this course cover the following subjects:				

	<ul style="list-style-type: none"> • Flight and Ground Operations Organization: The different departments that constitute the flight operations section, unique roles and cooperation within departments • AOC Nominate Persons duties and responsibilities: The requirements for personnel nominated by the authorities to manage the airline operations, job description and legal responsibilities • Pilots and Cabin Crew duties and responsibilities: The requirements for flight deck and cabin crew, skills, human factors, training, job description and legal responsibilities • Operational Documentation: The description of the different parts of the operational documentation, regulations and policies. • Standard Operating Procedures: The description of the operating procedures for crews and ground operational personnel. • Operations Control Center functions: The role of the OCC in planning and dispatching a flight, crew scheduling, mass and balance, flight planning, navigation, meteorology and flight following • Training department: The legalities governing the training of all operations personnel and the various methods of training. • Air Safety and Compliance Monitoring: The regulatory framework in which the airline operations must comply, aspects of air safety, occurrence reporting, risk management, audits, and continuous improvement • Civil Aviation Authorities: The oversight function of the civil aviation authority, specific operating approvals, acceptance of new policies, procedures and manual revisions. <p>Where appropriate software will be used to demonstrate the way in which technology can be applied for the efficient management of different operations. For example:</p> <ul style="list-style-type: none"> • Flight Operations, Crew scheduling, Aircraft Scheduling etc.: AIMS (http://www.aims.aero/) • Flight planning: LIDO (https://www.lhsystems.com/solutions-services/operations-solutions/lidoflight) • Electronic Flight Bags (e.g. Flysmart: http://www.flysmart.com/, LogiPad: https://logipad.dextradata.com/) • And more
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Mark J. Holt, Phillip J. Poynor. <i>Air Carrier Operations</i> 2nd Edition. Aviation Supplies and Academics, Inc.; 2 edition (2016) ISBN 978-1619543171

	<ul style="list-style-type: none"> • James Alan Albright. <i>International Operations Flight Manual.</i> Code7700 LLC, 1st edition (2016). ISBN 978-0986263040 • Peter J. Bruce. <i>Understanding Decision-making Processes in Airline Operations Control.</i> Routledge, 1st edition (2016). ISBN 978-1409411482. • Massoud Bazargan. <i>Airline Operations and Scheduling,</i> 2nd Edition, Routledge, 2016. ISBN 978-0754679004. • Air Ops Annex I to IIIV. Commission Regulation (EU) No 965/2012 on air operations and related EASA Decisions (AMC & GM and CS-FTL.1). Consolidated version. Revision 91 May 2017 (online pdf) • Airline Operations Manuals 								
Assessment	<table border="1" style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding: 5px;">Examinations</td> <td style="text-align: center; padding: 5px;">70%</td> </tr> <tr> <td style="padding: 5px;">Assignments</td> <td style="text-align: center; padding: 5px;">20%</td> </tr> <tr> <td style="padding: 5px;">Participation</td> <td style="text-align: center; padding: 5px;">10%</td> </tr> <tr> <td></td> <td style="text-align: center; padding: 5px;">100%</td> </tr> </table>	Examinations	70%	Assignments	20%	Participation	10%		100%
Examinations	70%								
Assignments	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Airport Operations Management				
Course Code	AVM251				
Course Type	Major Elective				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 2 nd Semester				
Instructor's name	Elias Elia				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the Airport Operations Management course is to provide the student with a solid understanding of the process of efficiently planning, implementing and controlling the production of the air service at an airport. It aims in analyzing the process that must be implemented in order to move the departing passengers, bags and cargo from landside (public access area), through the terminal and finally onto the airside (restricted flight operations area) for the purpose of boarding their flight and vice-versa (the reverse process for arriving passengers). Airport operations are examined with relation to safety and emergency management.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define and analyse airport operation processes throughout the airport layout • Outline the regulatory requirements concerning airport operations • Define the core functions of airport operations • Describe the airside operations areas and inspection processes • Describe airport safety programs and analyse their importance for safety • Demonstrate knowledge of landside and terminal operations and their effect on passenger satisfaction and safety • Demonstrate understanding of the necessity of airport emergency planning • Discuss emerging issues relating to airport operations 				
Prerequisites	AVM114	Co-requisites	None		
Course Content	<ul style="list-style-type: none"> • Introduction: Purpose of Airport Operations Management, operations through the airport layout (landside, terminal, 				

airside), regulatory requirements. Development of airport operations, safety, security, communications, the airport as a system. Airport authorities and management.

- **Operations and the airport environment:** Airport compliance and standards, airport stakeholders, core functions of airport operations (inspection, communications, weather monitoring and reporting, airport maintenance). Airport safety, safety management systems, risk management, development of a safety culture.
- **Airside operations:** Regulatory review of flight and related airside operations, self-inspection personnel and training, the airside inspection process. Responsibilities of the airside operations manager. Air operations area, runways, taxiways, movement areas, airfield signs, markings and lighting. Air traffic control and air operations, aircraft navigational aids, weather observation stations.
- **Airport safety programs:** Airport condition reporting, notices to airmen, runway incursion prevention, airfield driver training, snow and ice control, wildlife hazard control, aircraft rescue and firefighting, hazardous material and fire prevention, safety during constructions.
- **Landside and terminal operations:** Operations and responsibilities, terminal design, airport types. Passenger supply chain, terminal configurations, passenger distribution models. Departing passenger-related processes: Ticketing, check-in, security screening, concourse and gate areas. Arriving passenger-related processes: Flight information display screens, exit lane, baggage claim. Non-public areas. Airline operations. Passenger experience, customer satisfaction, lost and found, terminal zoning, individuals with functional needs. Responsibilities of the terminal manager. Ground transportation, airport roadway layout, vehicle access, car rental operations, taxi operations. Responsibilities of the landside operations manager. Airport parking.
- **Airport emergency planning:** Introduction to airport emergency management planning, essential functions for emergency operations, protective actions, law enforcement and security, firefighting and rescue, health and medical operations, emergency operations centre, terrorism incidents, natural disasters.
- **Emerging issues:** Unmanned aerial vehicles, emerging airport safety and security challenges, spaceports and other.

Software will be used to demonstrate how technology can be invoked to assist with airport operations. Such software may be based on a number of solutions, such as:

	<ul style="list-style-type: none"> • SITA – Integrated Airport Operations Management System (https://www.sita.aero/solutions-and-services/solutions/airport-management) • iAirport - https://www.ibsplc.com/products/airport-operations • Atenea - https://www.quonext.com/en/tourism/software-management-erp-aviation-industry-airport • or other 								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Jeffrey Price, Jeffrey Forrest. <i>Practical Airport Operations, Safety, and Emergency Management: Protocols for Today and the Future.</i> Butterworth-Heinemann; 1st edition (2016). ISBN 978-0128005156. • Norman J Ashford, Pierre Coutu, John R. Beasley. <i>Airport Operations,</i> McGraw-Hill Education; 3rd edition (2012). ISBN 978-0071775847. • Airport Operations Manuals 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignments / Report</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignments / Report	20%	Participation	10%		100%
Examinations	70%								
Assignments / Report	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Management of Services				
Course Code	MGT310				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 1 st Semester				
Instructor's name	Myria Ioannou				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The objective of the course is to enable students to develop their knowledge, skills and competences in the subject of Managing Services. The course examines the role of service in the economy, how services differ from manufacturing, the management of operations, marketing, and human resources, in the sector through cases and readings.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Discuss the central role of services in an economy • Discuss the managerial implications of the distinctive characteristics of a service operation • Describe, with examples, how a service competes using the generic strategies of overall cost leadership and differentiation • Use the 'Service Quality Gap Model' to diagnose quality problems • Use the 'Service Encounter Triad' to describe a service firm's delivery process; discuss employee empowerment; discuss the role of customer as co-producer • Construct a Project Network; illustrate the use of Gantt charts; perform Critical Path Analysis on a project network • Recommend the appropriate forecasting model (Delphi; Market survey; regression; moving averages) for a given situation. 				
Prerequisites	None		Co-requisites	None	

Course Content	<p>Introduction to Managing Services: Marketing, Operations and Human Resources.</p> <p>The Challenge of Services: Service Management: A Management Focus for Service Competition.</p> <p>Understanding Services: How can service businesses survive and prosper? The customer contact approach to Services; Classifying Services to gain Strategic Marketing Insights; Managing Facilitator Services; The Service delivery system, vehicle routing.</p> <p>Designing and Delivering Services: The ABCs of Service System Blueprinting; Measuring Productivity in Services; Service facility design and layout, Service facility location, Vehicle routing.</p> <p>Managing Capacity and Managing Demand: Strategies for Managing Capacity-Constrained Service Organizations; Competing with Time-Saving Service; Prescription for the Waiting-in-Line Blues: Entertain, Enlighten and Engage; Yield Management: A Tool for Capacity-Constrained Service Firms;</p> <p>The Search for Service Quality: The service encounter – The service quality.</p> <p>Adding Value through Customer Service: Designing and Managing the Customer-Service Function; The Market Power is in the Services because the value is in the Results; Breaking the Cycle of Failure in Services;</p> <p>Forecasting demand to services Managing Quenes Queuing Models and Capacity Planning</p>
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	<p>Strategy and Integration:</p> <p>The Search for Synergy: What Marketers need to know about Service Operations; Don't Change Corporate Culture-Use it; Service Under Siege: The Restructuring Imperative;</p> <p>Managing Service Companies: Strategies for Success.</p> <p>Managing in the Service Economy.</p> <p>Service Management Effectiveness: Balancing Strategy, Organisation of Human Resources, Operations and Marketing.</p> <p>The Service Management:</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>										
Teaching Methodology	Face-to-face										
Bibliography	<ul style="list-style-type: none"> • James A. Fitzimmons, Mona J. Fitzimmons: SERVICES MANAGEMENT , McGraw Hill (2006) • Lovelock, C.H. : Principles of Service Marketing and Management. Prentice Hall, New Jersey (1999) • P. Fieldman :Using Visual Basic, Que Publishing <p>"International Journal of Service Industry Management"</p> <p>"Journal of Service Research"</p>										
Assessment	<table border="1" style="border-collapse: collapse;"> <tr> <td style="padding: 5px;">Examinations</td> <td style="text-align: center; padding: 5px;">40%</td> </tr> <tr> <td style="padding: 5px;">Tutoring</td> <td style="text-align: center; padding: 5px;">20%</td> </tr> <tr> <td style="padding: 5px;">Assignments</td> <td style="text-align: center; padding: 5px;">30%</td> </tr> <tr> <td style="padding: 5px;">Participation</td> <td style="text-align: center; padding: 5px;">10%</td> </tr> <tr> <td></td> <td style="text-align: center; padding: 5px;">100%</td> </tr> </table>	Examinations	40%	Tutoring	20%	Assignments	30%	Participation	10%		100%
Examinations	40%										
Tutoring	20%										
Assignments	30%										
Participation	10%										
	100%										
Language	English										

Course Title	Human Resource Management				
Course Code	MGT240				
Course Type	Major Elective				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 2 nd Semester				
Instructor's name	Christakis Sourouklis				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To emphasize personnel and human resource management activities such as staffing, training and development, performance management, compensation and labour relations as an integrative relationship of people, jobs and organization. To enable the student to realize the importance of effective personnel and human resource management for organizational performance.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the link between HRM and the organization's strategy • Explain the basic concepts currently used in the practice of human resources and the need to design practices within the given legal environment • Analyze the practices of HRM in the business environment (planning, recruitment and selection, training and development, performance management, compensation and labour relations) • Work in teams • Demonstrate critical thinking with HRM problems. 				
Prerequisites	MGT101 or LDR365	Co-requisites	None		
Course Content	Introduction to Personnel and Human Resource Management: PHRM Functions and Activities; Objectives and Purposes of PHRM Functions and Activities; Relationships influencing PHRM Functions and Activities; PHRM Growing Importance; Trends in PHRM; Organizing the PHRM department; PHRM Jobs.				

Human Resource Planning: Purpose and Importance of Human Resource Planning; the Human Resource Planning Process; Four phases of Human Resource Planning; Trends in HRP.

Job Analysis: Purposes and Importance of Job Analysis ; Legal Considerations in Job Analysis; Aspects of Job Analysis; Job Analysis Methods; International Concepts in Job Analysis; Trends in Job Analysis; Resource planning and job analysis.

Recruitment: Purposes and Importance of Recruitment; Relationships Influencing Recruitment; Legal considerations in Recruitment; Obtaining Job Applicants: Methods and Sources; Job Search from the Applicants' Perspective; Evaluating Job Offers; Increasing the Pool of Potentially Qualified Applicants; Trends in Recruitment.

Selection and Placement: Purposes and Importance of Selection and Placement; Relationships Influencing Selection and Placement; Legal Considerations in Selection and Placement; Considerations in Choosing Selection Techniques; Selection Techniques; Methods for Using Information for Selection and Placement Decisions; Trends in Selection and Placement; International Considerations and Comparisons in Staffing.

Performance Appraisal: Purpose and Importance of Performance Appraisal; Relationships Influencing Performance Appraisal; Legal Considerations in Performance Appraisal; Establishing Valid Performance Criteria and Standards; performance Appraisal as a System of Process and Procedures; Performance Appraisal Approaches; Biases Associated with Performance Judgement and Approaches to Appraisal Training; Assessing Appraisal Systems Effectiveness.

Utilizing the Performance Appraisal: Inherent Conflict in Performance Appraisal; Designing Appraisals for Maximum Results; the Performance Appraisal Interview; Diagnosing Performance; Trends in Performance Appraisal and Performance Improvement.

Total Compensation: What is Total Compensation? Purposes and Importance of Total Compensation; Relationships Influencing Total

Compensation; Legal Considerations in Total Compensation; Determining the Relative Worth of Jobs, Issues in Wage and Salary Administration; Trends in Strategic Compensation.

Performance-Based Pay Systems: Types of Performance. Based Pay Systems; Purposes and Importance of Performance - Based Pay; Relationships Influencing performance - Based Pay; Merit Pay Plans; Incentive Pay Plans; Compensation for Special Groups; Trends in Performance - Based pay.

Indirect Compensation: What is Indirect Compensation? Purposes and Importance of Indirect Compensation; Relationships Influencing Indirect Compensation; Protection Programs; Paid Leave; Miscellaneous Benefits; Administrative Issues in Indirect Compensation; International Comparisons in Appraising and Compensating.

Training and Development: What is Training and Development; Purposes and Importance of Training and Development; Relationships Influencing Training and Development; Legal Considerations in Training and Development; Determining Training and Development Needs; Setting up Training and Development Programs; Maximizing Training Learning; Assessing Training and Development Programs; Trends in Training and Development; Expatriate Training and Development.

Quality of Work Life and Productivity: Purposes and Importance of QWL and Productivity; Relationships Influencing QWL and Productivity Improvement; Legal considerations QWL and Productivity; QWL Improvements Programs; Programs for Productivity Improvements; Trends in QWL and Productivity Improvement; International Comparisons.

Occupational Safety and Health: Purposes and Importance of Improving Occupational Safety and Health; Relationships Influencing Occupational Safety and Health; Legal Considerations of Occupational Safety and Health; Hazards to Occupational Safety and Health;

	<p>Strategies to Improve Occupational Safety and Health; International Health and Safety Issues.</p> <p>Employee Rights: Purpose and Importance of Employee Rights; Relationships Influencing Employee Rights; Legal Considerations in Employee Rights; Strategies for Job Security; Strategies for Job Security; Strategies for Employee Rights on the Job; Trends in Employee Rights.</p> <p>Unionization and Collective Bargaining: Purposes and Importance of Unionization; Relationships Influencing the Unionization of Employees; Legal Considerations in the Unionization of Employees; Trends in Unionization of Employees; Collective Bargaining;</p> <p>Negotiating the Agreement; Conflict Resolution; Contract Administration; Public-sector Collective Bargaining; Trends in Unionization and Collective Bargaining; International Comparisons.</p> <p>Motivation: Purposes and Importance of Work motivation; Relationships Influencing Work Motivation; the Meaning of Motivation; Classification of Motives; Work-Motivation Approaches. Theories; Process (cognitive) Theories; Application Areas for Work-motivation: Job Design; Goal Setting; Participation.</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Noe, R. Hollenbeck., J. R. Gerhart, : HUMAN RESOURCE MANAGEMENT: B. B. & Wright, P. M. Gaining a Competitive advantage, Latest Edition New York: McGraw Hill • Derek Torrington, Stephen Taylor, Laura Hall : Human Resource Management, latest edition, Prentice Hall, Pearson Education • Tom Redman : Contemporary Human Resource Management: Text and Cases, latest edition, Prentice Hall

	<ul style="list-style-type: none"> • Flippo, E.B.: PERSONNEL MANAGEMENT, McGraw Hill • Werther/Davir : PERSONNEL MANAGEMENT AND HUMAN RESOURCES, McGraw Hill • Strauss/Sayles : MANAGING HUMAN RESOURCES Prentice Hall • Jane, B.M. : PERSONNEL MANAGEMENT, MacDonald and Evans • Middlemist/Hith/Greer : PERSONNEL MANAGEMENT: JOBS, PEOPLE AND LOGIC, Prentice Hall • Robbins, S.P. : PERSONNEL: THE MANAGEMENT OF HUMAN RESOURCES, Prentice Hall • Schuler/Haber : PERSONNEL AND HUMAN RESOURCE MANAGEMENT, West Publishing Company • Wendell French : HUMAN RESOURCE MANAGEMENT Houghton Mifflin <p><u>Journals and Magazines:</u></p> <p>HARVARD BUSINESS REVIEW ACADEMY OF MANAGEMENT SLOAN MANAGEMENT REVIEW JOURNAL OF HUMAN RESOURCES ORGANISATIONAL DYNAMICS</p>								
Assessment	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">Examinations</td> <td style="text-align: center;">70%</td> </tr> <tr> <td>Assignments</td> <td style="text-align: center;">20%</td> </tr> <tr> <td>Participation</td> <td style="text-align: center;">10%</td> </tr> <tr> <td></td> <td style="text-align: center;">100%</td> </tr> </table>	Examinations	70%	Assignments	20%	Participation	10%		100%
Examinations	70%								
Assignments	20%								
Participation	10%								
	100%								
Language	English								

Course Title	International Management				
Course Code	MGT304				
Course Type	Major elective				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 2 nd Semester				
Instructor's name	Cathrin Lazarou				
ECTS	6	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To provide the student with a good fundamental basis for progressing in more depth on the subject of International Management. More specifically, to develop expertise on subjects like management in a cultural context, international planning, managing environmental risk, international negotiation, etc.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe and analyze major developments and challenges in managing organizations in the international context. • Compare differences in managerial styles and organizational cultures and be able to offer solutions/suggestions for resolving cultural, legal/political and communication problems. • Complete a project on effective entry and management of operations in a foreign country with a group of colleagues that come from different countries. • Analyze cases by using tools and techniques of strategic management. 				
Prerequisites	MAR101, MGT101	Co-requisites	None		
Course Content	An introduction to international business and management. The emergence of internationalism and globalisation. Worldwide economic and other developments. The challenges of international management.				

	<p>A definition of culture and the cultural dimensions. Culture, attitudes, values, beliefs norms, and their influence on management style, organizational culture.</p> <p>A look at strategic planning and how it applies in an international context. The basic steps in formulating strategy. Problems in implementing strategy in an international setting.</p> <p>Risk factors in international management. Politics and business. An uneasy mixture or a good partnership? International examples.</p> <p>Negotiation and associated problems. Differences in negotiation behaviors. Decision making in international organizations. Control, and organization. Complexities associated.</p> <p>International human resources management. Hiring nationals vs. host country nationals. Selection criteria. Interviewing. The problem of repatriation. Training in the international business environment. Labor relations.</p> <p>Communication barriers and other associated challenges. Motivation issues. Leading the international organization.</p> <p>Ethics and international management. Foreign investment. Social responsibility issues.</p> <p>The future of international management.</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Hodgetts and Luthans : INTERNATIONAL MANAGEMENT McGraw Hill, Latest Edition

	<ul style="list-style-type: none"> • Bartlett, Ghoshal, Birkinshaw: TRANSNATIONAL MANAGEMENT: Text, cases and readings in cross-border management, McGraw Hill, Latest Edition • Beamish, Morrison, Inkpen, Rozenzweig: INTERNATIONAL MANAGEMENT, McGraw Hill, Latest Edition • Helen Deresky: International Management: Managing Across Borders and Cultures, latest, edition, Pearson Higher Education <p>Harvard Business Review, Business Week, Fortune</p>								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>75%</td> </tr> <tr> <td>Assignments</td> <td>15%</td> </tr> <tr> <td>Class Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	75%	Assignments	15%	Class Participation	10%		100%
Examinations	75%								
Assignments	15%								
Class Participation	10%								
	100%								
Language	English								

Course Title	Crew Resource Management				
Course Code	AVM323				
Course Type	Major elective				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 1 st Semester				
Instructor's name	Dr. Anna Zapiti, Nicos Kountouris				
ECTS	5	Lectures / week	3 Hours / 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the CRM course is to provide the student with the knowledge and abilities to efficiently interact with all resources (human or not) available during a flight with main purpose of achieving the highest degree of safety during a flight. The course aims in covering subjects relating to human factors, performance and psychology, interaction with equipment and automation, management of stress, fatigue and other performance affecting factors, error management, decision making, situation awareness, information processing, teamwork, leadership and more.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Define CRM and the main related terms and issues • Analyse the human physiological and psychological factors that may affect the crew performance • Analyse the proper means of interaction between crew and equipment • Explain the symptoms and effects of fatigue and stress on a crew member and describe ways to overcome them • Describe the main aspects of human information processing and its limitations • Describe the processes through which errors may be prevented or detected and managed. • Analyse the main issues relating to situation awareness of flight deck and cabin crew • Demonstrate knowledge and capabilities of proper communication, teamwork and leadership skills • Describe the main issues relating to the use of automation and other emerging areas relating to CRM 				
Prerequisites	None	Co-requisites	AVM410		

Course Content

- **Introduction:** CRM definition, cognitive skills (situational awareness, planning and decision making), interpersonal skills (communication, teamwork), factors affecting performance (emotional climate, stress, pressure, fatigue, incapacitation). CRM training. CRM Requirements for: Cabin Crew, Flight Deck Crew, CRM instructors (CRMI), CRM Instructor Examiners (CRMIE). Evaluation of CRM skills. CRM standards. Objectives of CRM training.
- **Human factors:** Communications, observations, leadership, problem solving, decision making, instrument scanning, detection, situational awareness, reaction to failures, workload, vigilance, stress management, risk management, prioritisation, emotional control, time management, self-discipline and procedural behaviour, self-motivation, task allocation, computer literacy.
- **Human Performance:** Breathing, pressure, limitations of the senses, acceleration, disorientation, fatigue, alertness, sleep disturbances, effects of: nutrition, alcohol, drugs, medication, blood donation, aging. Psychological fitness, stress management, pregnancy.
- **Psychology:** Human error and reliability, workload management, information processing, attitudes, perceptual and situational awareness, judgement and decision making, stress.
- **Pilot equipment relationship:** Controls and displays, alerting and warning systems, personal comfort, cockpit visibility and eye-reference position, motor workload, SOPs, software, automation.
- **Attention, vigilance, fatigue, stress and workload management:** Arousal and workload, overload and underload, domestic and work related stress: causes, symptoms, stress management, time pressure, deadlines, sleep, fatigue, circadian rhythms,.
- **Information processing:** Basic theory of information processing, sensory receptors and sensory stores, attention and perception, selective attention, divided attention, focused attention, sustained attention, decision making, memory, motor programmes, situation awareness, information processing limitations.
- **Human error, reliability and error management:** Error models and theories, design Vs operator errors, variable vs constant error, reversible vs irreversible errors, slips, lapses, mistakes, violations, error management, error detection and prevention.
- **Situation awareness:** Definitions, basic theory, types of situation awareness, clues to loss of situation awareness, situations awareness management. Awareness of: aircraft systems, external environment, time.
- **Communication, Teamwork, Leadership, Decision making and Managerial skills:** Modes of communication, verbal and non-verbal

	<p>communication, communication problems, leadership and followership, teams, crew coordination, use of authority and assertiveness, providing and maintaining standards, planning and coordination, problem definition and diagnosis, option generation, risk assessment and option selection, team building and maintaining, consideration of others, support of others, conflict solving.</p> <ul style="list-style-type: none"> • Automation: Training for automation, guidelines on the use of automation, use of accident/incident data, monitoring, requalification, standardisation and simplification, operational procedures and checklists. • Miscellaneous CRM topics: Line Operations Safety Audit (LOSA), Advance CRM, emerging issues and standards in CRM.
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • US Air Force. <i>Crew Resource Management (CRM) Basic Concepts</i> - Scholar's Choice Edition Paperback – February 16, 2015. ISBN 978-1297043604. • Jean Denis Marcellin. <i>The Pilot Factor: A fresh look into Crew Resource Management.</i> Paperback – May 17, 2014. ISBN 978-1497374614. • Barbara G. Kanki, Jose Anca, Robert L. Helmreich. <i>Crew Resource Management.</i> Elsevier, 2nd Edition (2010). ISBN 978-0123749468. • Eduardo Salas, Eleana Edens, Katherine A. Wilson. <i>Crew Resource Management: Critical Essays (Critical Essays on Human Factors in Aviation).</i> Routledge; 1st edition (2009). ISBN 978-0754628293. • UK CAA. <i>Crew Resource Management (CRM) Training: Guidance For Flight Crew, CRM Instructors (CRMIS) and CRM Instructor-Examiners (CRMIES).</i> (2005). ISBN 0 11790 390 6. • CRM documentation and manuals (EASA, ICAO etc.)

Assessment	<table border="1"> <tr> <td data-bbox="472 191 1011 268">Examinations</td> <td data-bbox="1011 191 1489 268">70%</td> </tr> <tr> <td data-bbox="472 268 1011 306">Assignments / Report</td> <td data-bbox="1011 268 1489 306">20%</td> </tr> <tr> <td data-bbox="472 306 1011 344">Participation</td> <td data-bbox="1011 306 1489 344">10%</td> </tr> <tr> <td data-bbox="472 344 1489 382"></td> <td data-bbox="1011 344 1489 382">100%</td> </tr> </table>	Examinations	70%	Assignments / Report	20%	Participation	10%		100%
Examinations	70%								
Assignments / Report	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Airport Security				
Course Code	AVM350				
Course Type	Major elective				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 1 st Semester				
Instructor's name	Elias Elia				
ECTS	5	Lectures / week	3 Hours / 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Airport Security course is to provide the students with the knowledge required in order to be able to successfully devise, implement and revise airport security programmes. The course aims in supplying the student with knowledge regarding airport organization, security threats and the processes and equipment that can be applied in order to safeguard against those threats, while satisfying the national, European and International legislations and standards.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the organization and main parts of an airport • Discuss the main aspects relating to airport security and the relevant legislations and processes • Analyse and devise an airport security programme • Define the main threats in an airport and the processes and equipment used to safeguard against those threats • Explain how cybersecurity can be implemented to assist against international security threats at airports • Devise risk assessment and contingency plans to safeguard against unlawful interference acts • Suggest a number of ways in which airport security may be improved 				
Prerequisites	AVM251	Co-requisites	None		
Course Content	<ul style="list-style-type: none"> • Airport Organization: Ownership and operation, organization, management, parts of an airport: airside, landside, restricted areas, demarcated areas, airfield, terminal. • Global civil aviation security structure: Security related international legal instruments. Threats and risks to civil aviation, 				

history of major events that led to implementation of security measures in aviation.

- **Introduction to airport security and legislation:** objective, airport security programme/manual, enforcement authority, security areas, regulations (ICAO Annex 17, EU provisions), hazardous items, security management systems, security culture.
- **Security Management Systems:** Implementation of SeMS as a tool for systematically integrating security risk management into an entity's day-to-day operation in close alignment with other risk management systems.
- **Security at commercial airports:** assessing threats, risks and vulnerabilities, security process and equipment, airport security (check-in, access control to the entrance to the airport restricted area, screening checkpoints, identification at the departure gate), aircraft security, passenger and cabin baggage screening, hold baggage screening, managing passenger flows, cargo and mail, in-flight supplies. Employee identification, controlling access (people and vehicles), biometrics, protecting landside and airside, surveillance, perimeter security, patrolling.
- **Security at general aviation airports.**
- **Protection against terrorism:** review of attacks on civil aviation, international response to terrorism, intelligence, security technologies: imaging technologies, explosive trace detection systems, explosive detection systems (EDSs), metal Detectors etc.
- **Computer assisted security:** Cybersecurity Risk & Threats Information Sharing Platforms, Computer Assisted Passenger Pre-screening System (CAPPS II).
- **Contingency planning and response to security emergencies:** Vulnerability assessments, response to acts of unlawful interference. Developing related management measures and procedures, aimed in identifying a crisis, planning appropriate responses, confronting and resolving. Airport operational considerations regarding undisturbed flow of flights not affected.
- **Risk/Threat management, information channels:** Identification of threats, lines of communication, formal and informal, between States. Local information flow. Additional threat levels. Background checks, inside threats, balance between people, process and technology, concerns about increased costs and reduced employee efficiency.
- **Improving security:** Security vs customer service, human factors, training, quality control measures, screening points evaluation. Smart security. Emerging processes, technologies and equipment.
- **Standards and recommended practices:**
 - ICAO Annex 17
 - EASA: Easy Access Rules for Aerodromes (Regulation (EU) No 139/2014)

	<ul style="list-style-type: none"> ○ Regulation (EC) No 300/2008 – Civil Aviation Security ○ ACI Policies and Recommended Practices - Security at Airports ○ Aviation Security Manuals
Teaching Methodology	Face-to-face
Bibliography	<ul style="list-style-type: none"> • Jeffrey Price, Jeffrey Forrest. <i>Practical Airport Operations, Safety, and Emergency Management: Protocols for Today and the Future.</i> Butterworth-Heinemann; 1st edition (2016). ISBN 978-0128005156. • Seth B. Young, Alexander T. Wells. <i>Airport Planning and Management.</i> 6th Edition. 2011. ISBN 978-0-07-175024-0. • Michael Ferguson, Sean Nelson. <i>Aviation Safety: A Balanced Industry Approach .</i> International Edition. Delmar Cengage Learning. 2014. ISBN 978-1-133-28432-1 • Stephen K. Cusick, Antonio I. Cortes, Clarence C. Rodrigues. <i>Commercial Aviation Safety.</i> 6th Edition. McGraw Hill. 2017. ISBN 978-1-259-64182-4 • Alan J. Stolzer, Carl D. Halford, John J. Goglia. <i>Implementing Safety Management Systems in Aviation.</i> Routledge. 2013. ISBN 978-1472412799 • Norman J Ashford, Pierre Coutu, John R. Beasley. <i>Airport Operations,</i> McGraw-Hill Education; 3rd edition (2012). ISBN 978-0071775847. • Jeffrey Price. <i>Practical Aviation Security,</i> Second Edition: Predicting and Preventing Future Threats. Butterworth-Heinemann Homeland Security. 2nd Edition (2013). ISBN 978-0123914194 • Ian J. Stolzer, John J. Goglia. <i>Safety Management Systems in Aviation.</i> Routledge, 2nd edition, (2015). ISBN 978-1472431783. • http://www.mcw.gov.cy/mcw/dca/dca.nsf/DMLaviation_en/DMLaviation_en?OpenDocument

	<ul style="list-style-type: none"> • https://www.icao.int/Security • http://www.aci.aero/ 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignments / Report</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignments / Report	20%	Participation	10%		100%
Examinations	70%								
Assignments / Report	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Airline Safety and Safety Management Systems				
Course Code	AVM351				
Course Type	Major Elective				
Level	Bachelor (1 st cycle)				
Year / Semester	3 rd Year / 2 nd Semester				
Instructor's name	Xenophon Xenophontos				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the Airline Safety and Safety Management Systems course is to provide the student with the knowledge and advanced understanding of the core concepts underlying aviation flight safety and how Safety Management Systems are implemented within Aviation Organizations.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Describe the fundamental concepts of Aviation Safety • Describe the fundamental concepts of Safety Management Systems (SMS) as defined by ICAO and other regulatory authorities. • Select and implement techniques for the identification, evaluation and management of hazards and risks • Critically assess the ways in which safety is measured and managed within aviation environments • Critically assess strategies for developing and enhancing safety culture including the role of leadership, the organizational structure and reporting systems • Effectively implement a crisis management plan 				
Prerequisites	AVM250	Co-requisites	None		
Course Content	<p>The material included in this course covers the following subjects:</p> <ul style="list-style-type: none"> • Safety Management fundamentals • Regulatory Safety Programs, Regulations and Oversight • Safety culture and Leadership • Aviation Safety Programs • Safety Management Systems Philosophy and Implementation in Aviation • Identification of Hazards, Safety Reporting Systems and Safety Risk Management 				

	<ul style="list-style-type: none"> • Human Factors • Emergency Response and Crisis Management • Ground and Airport Safety 								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Michael Ferguson, Sean Nelson. <i>Aviation Safety: A Balanced Industry Approach</i> . International Edition. Delmar Cengage Learning. 2014. ISBN 978-1-133-28432-1 • Stephen K. Cusick, Antonio I. Cortes, Clarence C. Rodrigues. <i>Commercial Aviation Safety</i>. 6th Edition. McGraw Hill. 2017. ISBN 978-1-259-64182-4 • Alan J. Stolzer, Carl D. Halford, John J. Goglia. <i>Implementing Safety Management Systems in Aviation</i>. Routledge. 2013. ISBN 978-1472412799 • Daniel E. Maurino., James Reason, Neil Johnston, Rob B. Lee. <i>Beyond Aviation Human Factors: Safety in High Technology Systems</i>. Ashgate Publishing. 2014. ISBN 978-1-84014-948-7 								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignments</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignments	20%	Participation	10%		100%
Examinations	70%								
Assignments	20%								
Participation	10%								
	100%								
Language	English								

Course Title	Airline network management				
Course Code	AVM352				
Course Type	Major elective				
Level	Bachelor (1st cycle)				
Year / Semester	3 rd Year / 1 st Semester				
Instructor's name	Nadine Itani				
ECTS	5	Lectures / week	3 Hours/14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The purpose of the course is examine key issues of network planning and airline scheduling including economic, regulatory and performance aspects. It provides learners with the fundamentals of the aircraft selection and fleet planning process and on how to achieve the success by developing a profitable network fleet plan and an effective flight schedule. It will lead to improve the planning and management skills and understand scheduling process and tactics.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Aircraft Performance and Economic Analysis • Understand how company revenues and profitability depend on the network and fleet plan • Data Sources and Modelling Techniques • Learn key market and route forecasting • Create a schedule that effectively utilizes aircraft resources • Defining the Aircraft Product • Evaluation of Competing Products • Review passenger traffic demand, flight schedule data and optimization tools. • Improve and implement flight schedules 				
Prerequisites	AVM113	Co-requisites	None		
Course Content	<p>The material included in this course cover the following subjects:</p> <ul style="list-style-type: none"> • Airline economics and costs; supply and demand dynamics; passenger traffic demand and market estimation 				

	<ul style="list-style-type: none"> • Different types of airline networks • Mergers and alliances • Processes involved in optimizing a route network • Passenger traffic flow, point-to-point versus true origin-destination Route and network determinants • Route profitability • Schedule design and planning • Airline capacity and route network strategies and optimization • Fleet planning and management, operational constraints in the planning process 						
Teaching Methodology	Face-to-face						
Bibliography	<ul style="list-style-type: none"> • Goedeking, P., <i>Networks in Aviation: Strategies and Structures</i>, Frankfurt, Springer Publishing, 2010. • Burghouwt, G., <i>Airline Network Development in Europe and its Implications for Airport Planning</i>, New York, Rotledge, 2016. 						
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>60%</td> </tr> <tr> <td>Assignment(s)</td> <td>40%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	60%	Assignment(s)	40%		100%
Examinations	60%						
Assignment(s)	40%						
	100%						
Language	English						

Course Title	Internship				
Course Code	AVM411				
Course Type	Major Elective				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 1 st semester				
Instructor's name	Chrysostomos Chrysostomou, Pieris Chourides, Despina Marouchou				
ECTS	6	Lectures / week	None	Laboratories / week	None
Course Purpose and Objectives	<p>The purpose of the internship course is to provide the student with the opportunity to gain work experience by placing them in an organization whose operations relate to their field of study. The course aims in giving the student the opportunity to see in practice how such an organization works, to apply the knowledge gathered from their studies in a real work environment and to gain professional experiences that will increase their chances for employment as well as enable them to better adapt to their work environment when employed.</p>				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Apply the knowledge gathered from their studies in a real work environment • Demonstrate professional behaviour to the degree expected by the nature of the organization they work for • Apply knowledge and experience in order to achieve appropriate performance in carrying out the operations relating to their post in the organization • Apply all related knowledge and techniques to achieve the maximum degree of safety in their work environment • Demonstrate personal and professional abilities and characteristics that will assist the organization they work for to successfully achieve its operational and competitive goals 				
Prerequisites	AVM250 or AVM251 or AVM115	Co-requisites	None		
Course Content	<p>The course is based on gaining experience from the practical work that will take place in a real and operational aviation related organization which must be approved by the program coordinator. Such organizations and respective position may include:</p> <ul style="list-style-type: none"> • Airlines <ul style="list-style-type: none"> ○ Commercial operations 				

- Ground operations
- Flight operations
- Ticketing
- Marketing
- Accounting
- Information Systems
- Human resources
- Airports
 - Landside operations
 - Passenger handling
 - Commercial services monitoring
 - Airline operations
 - Security
 - Human Resources
 - Accounting
 - Airside operations
 - As desired and approved by the airport director
- Air Traffic Control Towers / Centres
 - ATC management
 - Personnel scheduling
 - Controller assistance
 - Communications (Eurocontrol, weather services, airports etc.)
- Civil Aviation Departments
 - Certifications
 - Compliance monitoring
 - Licensing
- Flight Training Organizations
 - Scheduling
 - Flight Training
 - Ground Training
- Other aviation related organizations
 - Airline handling
 - Transportation and Cargo
 - Logistics

The student will be under direct supervision by an allocated professional who will be responsible for defining the tasks to be undertaken by the student, the provision of appropriate instructions or training where necessary and the evaluation of the students' on the job performance. The student must be visited on the job, by the course instructor at least once during their internship period. During the visit, the instructor will audit the students' work and will get oral feedback from their co-workers and supervisor.

	<p>The internship will last for one semester during which the student will complete a minimum of 240 hours on the job (e.g. 12 weeks for 20 hours a week). The work schedule of the student will be arranged by the student and their supervisor taking into consideration any other commitments the student may have relating to their studies (i.e. attendance of classes).</p> <p>A set of documents should be completed before, during and at the end of the internship program. These documents will include:</p> <ul style="list-style-type: none"> • An agreement between the student and the supervisor / organization defining the post where the student will be allocated and their work schedule and duration. • A logbook, completed by the students and summarizing the tasks undertaken by the student on a daily / weekly basis and signed by the supervisor. • An evaluation sheet completed and signed by the supervisor at the end of the internship period, assessing the on the job performance of the student. • A report, written by the student that will summarise their experiences from their internship and draw conclusions on their own performance and knowledge and experience they have gained through this course. <p>Students who manage to be employed in an aviation related organization (for pilots this could include line training) may use their actual work hours towards the completion of the internship course. The internship procedures and the related documents will need to be completed normally, as described above.</p>						
Teaching Methodology	Work placement						
Assessment	<table border="1"> <tr> <td data-bbox="472 1318 1010 1476">Performance on the job (assessed by the job supervisor and students' logbooks)</td> <td data-bbox="1010 1318 1211 1476">70%</td> </tr> <tr> <td data-bbox="472 1476 1010 1581">Assignment / Report</td> <td data-bbox="1010 1476 1211 1581">30%</td> </tr> <tr> <td data-bbox="472 1581 1010 1581"></td> <td data-bbox="1010 1581 1211 1581">100%</td> </tr> </table>	Performance on the job (assessed by the job supervisor and students' logbooks)	70%	Assignment / Report	30%		100%
Performance on the job (assessed by the job supervisor and students' logbooks)	70%						
Assignment / Report	30%						
	100%						
Language	English						

Course Title	Management of Change				
Course Code	AVM430				
Course Type	Compulsory				
Level	Bachelor (1 st cycle)				
Year / Semester	4 th Year / 1 st Semester				
Instructor's name	Elmos Konis				
ECTS	5	Lectures / week	3 Hours/ 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	To enable students to understand the role of a manager as a change agent under various complex and dynamic organizational settings. To emphasize the importance of anticipating forces, which might cause change and follow a systematic process in changing organizational culture. To be able to work with others, reduce resistance to change and positively react to unforeseen events. Above all, to preserve organizational values in difficult and complex situations.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Explain how to use various management concepts for a better understanding of various change situations presented in an organizational setting. • Analyze individual strengths and weaknesses as a leader and as a follower in an effort to develop a personal approach in management. • Develop a clear sense of the purpose of management as well as its ethical dimensions. • Explain the process in changing the organization's culture. • Describe the role of the manager as a change agent. • Participate and lead groups in assigned tasks and projects. • Demonstrate critical thinking and use judgment in creating new possibilities. 				
Prerequisites	MGT310, LDR 365	Co-requisites	None		
Course Content	Introduction to Organizational change, the dynamic organizational environment, the role of management in change, self-analysis of the				

leader and the individual style and profile, the reasons for failure in transformational process, management versus leadership.

The importance of a systematic process for transformational success, the force that drives it and issues to avoid.

Change implementation theories and the Sense of Urgency, pushing up the urgency under crisis situation, the role of middle and lower-level management.

Putting together a guiding coalition, building an effective team, trust and common goal.

Vision and its importance in the change process. Importance of it and the development of an effective one. Strategy feasibility. Alignment of all units to the imaginary picture.

Communicating the vision and change, using different forums, analogies and metaphors, repetitions, leading by example.


Empowerment of employees, the role of structure, necessary training, dealing with supervisors who undermine the change in structure.

Reward and feedback, reward change agents, undermine cynics, evidence of long-term benefits compared to short-term losses, informing upper echelon of process, building momentum.

Changing culture, the various methods and the new methods and behaviour. Handling resistance.

Organizations of the future: the importance of teamwork, adaptive behaviour and culture, people who can create a vision, empowerment and leadership at all levels.

	Recent developments and contemporary issues pertaining to the subject-matter of the course.								
Teaching Methodology	Face-to-face								
Bibliography	<ul style="list-style-type: none"> • Kotter, P. John: Leading Change, McGraw Hill • Spector, B.: Implementing Organizational Change: Theory Into Practice, Pearson Education • French, W., Bell, C., Zawacki, R.: Organization Development and Transformation: Managing Effective Change. McGraw-Hill • David Wilkins, Greg Carolin: Leadership: Pure and Simple: How Transformative leaders create winning organizations, McGraw Hill. <p><u>Journals and Magazines:</u> HARVARD BUSINESS REVIEW ACADEMY OF MANAGEMENT SLOAN MANAGEMENT REVIEW ORGANISATIONAL DYNAMICS</p>								
Assessment	<table border="1"> <tr> <td>Examinations</td> <td>70%</td> </tr> <tr> <td>Assignments</td> <td>20%</td> </tr> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td></td> <td>100%</td> </tr> </table>	Examinations	70%	Assignments	20%	Participation	10%		100%
Examinations	70%								
Assignments	20%								
Participation	10%								
	100%								
Language	English								

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Commuter/regional airline news (1040-5402) Look up Article More full text options

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Commuter/regional airline news international (1056-0254) Look up Article More full text options

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Daily telegraph : careers in aviation Look up Article More full text options

[from 03/06/2008 to 03/06/2008 in ProQuest Central](#)

Federal Aviation Administration Decisions Look up Article More full text options

[from 05/29/1984 to present in LexisNexis Academic](#)

Flight Daily & Evening News Look up Article More full text options

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Flight daily news Look up Article More full text options

from 02/09/2011 to present in ABI/INFORM Collection and ProQuest Central

Flight evening news Look up Article More full text options

from 05/16/2011 to present in ABI/INFORM Collection and ProQuest Central

Flight international (0015-3710) Look up Article More full text options

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Flight journal (1095-1075) Look up Article More full text options

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Flight safety Australia Look up Article More full text options

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Flight safety digest (1988) (1057-5588) Look up Article More full text options

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Free flight (0827-2557) Look up Article More full text options

[from 10/01/2004 to present in SPORTDiscus with Full Text](#)

Frontiers in aerospace engineering (2325-6796) Look up Article More full text options

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General aviation airworthiness alerts (0884-2396) Look up Article More full text options

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General aviation news (Lakewood, Wash.) (1536-8513) Look up Article More full text options

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ICAO journal (1014-8876) Look up Article More full text options

[from 01/01/1981 to present in Freely Accessible Social Science Journals](#)

IEEE aerospace and electronic systems magazine (0885-8985) Look up Article More full text options

[from 2005 to present in IEEE All-Society Periodicals Package \(ASPP\) 2005-present](#)

IEEE transactions on aerospace and electronic systems (0018-9251) Look up Article More full text options

[from 2005 to present in IEEE All-Society Periodicals Package \(ASPP\) 2005-present](#)

Indian journal of aerospace medicine (0970-6666) Look up Article More full text options

[from 2000 to 2009 in Free Medical Journals](#)

Insidedefense.com's aircraft alert Look up Article More full text options

[from 06/22/2010 to present in LexisNexis Academic](#)

[from 05/04/2011 to present in ProQuest Central](#)

Instrumentation in Aerospace Simulation Facilities, International Congress on (0730-2010) Look up Article M

[from 1989 to present in IEEE Proceedings Order Plan \(POP\) 2005-present by volume](#)

International Airline Activity (0727-2790) Look up Article More full text options

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International journal of aeroacoustics (1475-472X) Look up Article More full text options

[from 01/01/2002 to present in SAGE Premier 2017](#)

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International journal of aerospace engineering Look up Article More full text options

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International Journal of Aerospace Innovations (1757-2258) Look up Article More full text options

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International journal of aerospace psychology (2472-1840) Look up Article More full text options

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International journal of applied aviation studies (1546-3214) Look up Article More full text options

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International journal of aviation, aeronautics, and aerospace Look up Article More full text options

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International journal of civil aviation Look up Article More full text options

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ISRN Aerospace Engineering Look up Article More full text options

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Journal of Aeronautics & Space Technologies / Havacilik ve Uzay Teknolojileri Dergisi (1304-0448) Look up Article

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Journal of aerospace engineering (0893-1321) Look up Article More full text options

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Journal of Aerospace Operations (2211-002X) Look up Article More full text options

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Journal of aerospace science and technology Look up Article More full text options

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Journal of aerospace technology and management Look up Article More full text options

[from 2009 to present in Directory of Open Access Journals](#)

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Journal of airline and airport management (2014-4865) Look up Article More full text options

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Journal of aviation technology and engineering Look up Article More full text options

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Journal of aviation/aerospace education and research (1065-1136) Look up Article More full text options

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Journal of navigation (0373-4633) Look up Article More full text options

[from 2000 to present in Cambridge Full Package 2013 - CALC](#)

from 01/01/2001 to 1 year ago in ProQuest Central and Science Database

Korean Journal of Aerospace & Environmental Medicine (1738-2548) Look up Article More full text options

[from 08/01/2012 to present in Academic Search Ultimate](#)

MAD-Magazine of Aviation Development Look up Article More full text options

[from 2013 to present in Directory of Open Access Journals](#)

Mathematics in engineering, science and aerospace : MESA (2041-3165) Look up Article More full text options

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Middle East Aviation News Wire Look up Article More full text options

[from 03/20/2008 to 10/06/2013 in LexisNexis Academic](#)

Military & aerospace electronics (1046-9079) Look up Article More full text options

from 01/01/1995 to present in Academic Search Ultimate, Business Source Ultimate and MasterFILE Premier

[from 12/01/1999 to 05/31/2011 in Academic OneFile](#)

from 07/01/2005 to 11/30/2013 in ABI/INFORM Collection and ProQuest Central

Military & aerospace fiber optics Look up Article More full text options

[from 06/01/2008 to 07/31/2015 in Computer Database](#)

[from 01/01/2013 to present in Academic Search Ultimate](#)

NAECON 2014 - IEEE National Aerospace and Electronics Conference Look up Article More full text options

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Naval aviation news (0028-1417) Look up Article More full text options

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[from 09/01/2000 to 12/31/2006 in Academic OneFile](#)

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Open aerospace engineering journal Look up Article More full text options

[from 2008 to 2013 in Bentham Science Publishers OA](#)

Plane & pilot (0032-0617) Look up Article More full text options

[from 07/01/1998 to present in ProQuest Central](#)

Plunkett Analytics Reports. Aircraft Components, Parts, Assemblies, Interiors and Systems Manufacturing (Aeros

[from 07/01/2015 to present in ProQuest Central](#)

Plunkett Analytics Reports. Aircraft Engine and Engine Parts Manufacturing Industry (US) Look up Article Mor

[from 07/01/2015 to present in ProQuest Central](#)

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[from 07/01/2015 to present in ProQuest Central](#)

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[from 01/08/2018 to present in ProQuest Central](#)

Progress in aerospace sciences (0376-0421) Look up Article More full text options

[from 01/01/1995 to present in Elsevier:NESLI2:Sciencedirect Freedom Collection:2012-2016:Year 2 \(2222 titles\)](#)

Progressive digital media aerospace news (London, England) Look up Article More full text options

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Radar, Navigation, Sonar, Space Vehicle Guidance, Flight Systems and Marine Instrument Manufacturing Industr

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Regional aviation news Look up Article More full text options

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Russian aeronautics (1068-7998) Look up Article More full text options

[from 03/01/2007 to present in SpringerLink Contemporary \(1997 - Present\)](#)

SAE International journal of aerospace (1946-3855) Look up Article More full text options

[from 09/01/2014 to present in Academic Search Ultimate](#)

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Smithsonian annals of flight (0081-0207) Look up Article More full text options

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Space science reviews (0038-6308) [Look up Article](#) [More full text options](#)

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CHARTER: ANNEX 6

INTERNAL REGULATIONS ON FACULTY RANKING AND CONDITIONS OF SERVICE

1. FACULTY SELECTION AND APPOINTMENT

A Faculty Selection Committee of the pertinent Department shall select the Faculty members of the Department. All Faculty Selection Committee members should hold a higher or equal rank to the one the candidate is considered for, except for the rank of Professor, for which all faculty members should hold the rank of Professor. The Selection of all faculty members shall be approved by the Council of the pertinent Department, the Council of the pertinent School, the Senate and the University Council. The President shall make the appointment on behalf of the Council (See Appendix A).

2. FACULTY RANKING

All permanent faculty members shall be appointed on a full-time basis to one of the ranks listed below, according to their academic qualifications and professional work experience (see framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking in Appendix D). The minimal requirements per faculty rank are as follows:

2.1. Lecturer

A Doctorate; positive and substantial evidence of high competency in teaching and research.

2.2. Assistant Professor

The requirements for the rank of Lecturer plus three (3) post-doctorate years of university teaching and research experience; positive and substantial record of high competency in teaching and research; evidence of positive contribution to the overall development of the individual's program area and department; and service to the Community.

2.3. Associate Professor

The requirements for the rank of Assistant Professor and of eight (8) years of post-doctorate years of university teaching and research experience; positive and substantial record of high competency in teaching; a demonstrated record of research and publications; evidence of positive contribution to the overall development of the individual's program area and department; service to the Community; and membership/participation in professional or learned societies of

national or international significance.

2.4. Professor

The requirements for the rank of Associate Professor and of twelve (12) post-doctorate years of university teaching and research experience; positive and substantial record of high competency in teaching; evidence of positive contribution to the overall development of the individual's program area and department; service to the Community; membership/participation in professional or learned societies of regional or national significance; a demonstrated record of research and scholarly publications or recognized creative work in the individual's field.

2.5. Clarifications: Academic fields of exceptional and undoubted distinctiveness

2.5.1. The minimum requirement under which a candidate should hold a Doctorate, for any rank, does not apply in the cases of academic fields of exceptional and undoubted distinctiveness for which a Doctorate is not possible or not common.

2.5.2. The academic fields of exceptional and distinctiveness are Medicine, Applied Arts, Architecture, Music, Drama and Dance.

2.5.2.1. The qualifications that can substitute the Doctorate for the election and promotion in the field of Medicine are:

(a) For the rank of Lecturer: the candidate should **(i)** hold the post of a Lecturer or a higher academic post, in a medical specialty of a recognized University, or **(ii)** hold a diploma in Medicine and a medical specialty and have at least three years of work experience, after obtaining a diploma in Medicine; at a recognized Medical School, or at a recognized Research Institution (Institute) or at a Tertiary Hospital (Hospital).

(b) For the rank of Assistant Professor: the candidate should **(i)** hold the post of an Assistant Professor or a post of higher rank in a medical specialty or a recognized University or the post of a Lecturer in a medical specialty of a recognized University, having at least three years of experience in it, or **(ii)** hold a diploma in Medicine and a medical specialty and at least six years of work experience, after obtaining a diploma in Medicine, at a recognized Medical School, or at a recognized Research Institution (Institute) or at a Tertiary Hospital (Hospital).

(c) For the rank of Associate Professor: the candidate should **(i)** hold the post of an Associate Professor or a post of a higher academic rank, in a medical specialty of a recognized University or the post of an Assistant

Professor in a medical specialty of a recognized University, having at least four years of experience in it, or **(ii)** hold a diploma in Medicine and a medical specialty and at least ten years of work experience, after obtaining a diploma in a recognized Medical School, or at a recognized Research Institution (Institute) or Tertiary Hospital (Hospital).

(d) For the rank of Professor: the candidate should **(i)** hold the post of a Professor, in a medical specialty of a recognized University or the post of an Associate Professor in a medical specialty of a recognized University, having at least four years of experience in it, or **(ii)** hold a diploma in Medicine and a medical specialty and at least thirteen years of work experience, after obtaining a diploma in Medicine, at a recognized Medical School or at a recognized Research Institution (Institute) or a Tertiary Hospital (Hospital).

2.5.2.2 For Applied Arts, Architecture, Music, Drama and Dance, the qualifications that can substitute the Doctorate for the election and promotion are:

- (i) Master degree in the relevant field;*
- (ii) A portfolio that includes a body of work that is recognized and/or renowned;*
- (iii) Professional achievements that include work which has recognition and distinction;*
- (iv) Academic activity and publications.*

2.5.2.2.1 For the rank of Assistant Professor, Associate Professor, and Professor in addition to the above, academic experience of at least three (3), eight (8) and twelve (12) years, respectively, is required.

3. SPECIAL TEACHING PERSONNEL RANKING

Special Teaching Personnel ranks shall be those of Instructor and Senior Instructor. The minimal requirements for the Instructor's rank shall be a Master's degree, and for the Senior Instructor's rank shall be a Master's degree and twelve (12) years at the Instructor's rank or its equivalent.

4. DUTIES AND RESPONSIBILITIES OF FACULTY MEMBERS AND SPECIAL TEACHING PERSONNEL

All faculty members are expected to work conscientiously, and perform their duties with enthusiasm and dedication. In general, the areas in which faculty members are expected to excel and be highly competent are the following:

- 4.1. **Mastery of subject matter** - as demonstrated by advanced degrees, honours, awards, and reputation in the subject matter field.
- 4.2. **Effectiveness in teaching** - as demonstrated by the judgment of the Chairperson of Department and other colleagues, development of teaching material, development of new courses or programs of study, and student reaction, as determined from surveys, interviews, classroom observation and student advising.
- 4.3. **Scholarly ability** - as demonstrated by the success in developing and carrying out significant research work in the subject matter field, publications and reputation among colleagues/peers.
- 4.4. **Effectiveness in University and Community service** - as demonstrated by various areas such as University public service, committee work, administrative work and work with students and community in general, in addition to formal teacher-student relationships.
- 4.5. **Continuing growth** – as demonstrated by various areas such as teaching, research or other activities to keep abreast of current developments in his/her field and being able to handle successfully increased responsibility.
- 4.6. **Additional duties and responsibilities**
 - 4.6.1. to assist the Chairperson of Department in duties of departmental coordination and other departmental activities such as selection of textbooks, proposing and writing new courses, writing research proposals, recruiting, etc.;
 - 4.6.2. to maintain office hours to assist students in the selection of courses, to offer them academic advising and professional guidance and, in general, to spend sufficient time in establishing the professional atmosphere that encourages students to freely communicate, exchange ideas, and flourish professionally and intellectually;
 - 4.6.3. to attend staff, departmental, school, (vice)rectorate meetings; attend various events, open days and orientation; accept committee duties as required; assist during registration; attend Commencement exercises and, in general, participate proactively and constructively in the life of the University community as one of its important exponents;

4.6.4. to teach in both undergraduate and postgraduate (only for faculty members) programs if requested.

4.6.5. to comply to any other duties appointed.

Note: For Special Teaching Personnel, Scholarship/Research is optional.

5. FACULTY PROMOTION

Promotion shall be on the basis of competency, qualifications, experience and other relevant factors. A major requirement for promotion from one rank to another is excellence in teaching, research and service to the Community, and sustained commitment and dedication to the University. Advancement in rank is not merely a matter of routine or seniority, but it is based primarily on merit. It should be noted that any Faculty member hired through the faculty selection and appointment procedure (See Appendix A) must complete at least three (3) years of service to the appointed rank, in order to be eligible for promotion; provided that he/she meets all other criteria for promotion.

5.1. Promotion Criteria

Advancement in rank shall depend upon the faculty member meeting the six criteria listed below:

5.1.1. Fulfillment of the minimal criteria for appointment to rank.

5.1.2. Positive and substantial evidence of high competency in teaching.

5.1.3. Evidence of positive contribution(s) to the overall development of the individual's program area and Department.

5.1.4. Evidence of service to the University and Community in general.

5.1.5. Membership and participation in professional or learned societies of national or international significance.

5.1.6. Research and scholarly publications or recognized creative work in the individual's field.

5.2. Documentation Accompanying the Application for Promotion

To be considered for advancement in rank, the applicant must:

- 5.2.1. Demonstrate fulfillment of the minimal criteria for appointment to rank.
- 5.2.2. Show positive and substantial evidence of high competency in teaching by submitting all the following:
 - 5.2.2.1. Student ratings (in summary form) of Teacher and Course Evaluations during the years immediately preceding application, since the beginning of employment or the last promotion;
 - 5.2.2.2. Analysis of grades submitted by the applicant during the years immediately preceding the application, since the beginning of employment or the last promotion;
 - 5.2.2.3. Self-evaluation of the applicant's teaching methods/ techniques;
 - 5.2.2.4. Peer Reviews from classroom observations during the years immediately preceding the application, since the beginning of employment or the last promotion, are strongly recommended.
 - 5.2.2.5. Certificates and documentation of attendance in instructor teaching training programs/seminars; organized by the University or any other institution/carrier during the years immediately preceding application, since the beginning of employment or the last promotion;
- 5.2.3. Show evidence of positive contribution(s) to the overall development of the individual's program area and Department.
- 5.2.4. Show evidence of service to the University and Community in general.
- 5.2.5. Show evidence of membership and participation in professional or learned societies of national or international significance.
- 5.2.6. Show evidence of research and scholarly publications or recognized creative work in the individual's field (see framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking in Appendix D).

Note: It is advisable that with all the above documentation, the applicant submits the following:

- (a) Self - Assessment documents for all the years immediately preceding application since the beginning of employment or the last promotion;
- (b) Self – Assessment/Evidence illustrating compatibility with the ‘UE Professor DNA/Laureate DNA Competencies’.
- (c) Current Curriculum Vitae inclusive of all the pertinent activities.

5.3. Procedures for Promotion

The procedure for promotion is as follows:

5.3.1. Faculty Members who consider themselves eligible for promotion have the responsibility to submit their application to the Dean of their School, whilst informing the Chairperson of the pertinent Department by October 31st. In the case that the applicant is the Dean of the School, then he/she must submit his/hers application to the Vice-Rector of Academic Affairs (who initiates the rest of the procedure).

5.3.2. In order for an applicant to be considered eligible for promotion, all of the criteria for appointment to the rank must have been completed, prior to the October 31st deadline.

5.3.3. Applications received after the above deadline shall not be reviewed for that academic year.

5.3.4. The Committee on Promotion shall review all requests for promotion and make its recommendations in accordance with the procedures detailed in the Charter and are consistent with the Law. The Committee on Promotion has the responsibility to solicit the appropriate information in order to make recommendations for promotion with respect to the promotion criteria outlined above.

5.3.4.1. Membership of the Committee on Promotion

5.3.4.1.1. The Committee on Promotion shall consist of the following members (care of the Dean of the pertinent School):

- Two full-time Faculty members from each Department of the School.
- One representative Faculty member from each of the other Schools of the University.

Notes:

- All Committee members should hold a higher rank to the one the candidate is considered for, except for the rank of Professor, for which all members should hold the rank of Professor. In the case that the conditions in a School are such, where there are not faculty members available in a higher rank, then the Committee can be constituted by additional Faculty members of another Department/School in a higher rank. In the case that the above provisions are not possible, the Committee can also consist of pertinent Department/School members in an equal, to the one the candidate is considered for, rank.***
- A voting right reserve only the members that are present during the meetings of the Committee on Promotion.***
- A quorum shall consist of two-thirds of the voting members.***
- Each eligible member shall have one vote in Committee meetings and Committee elections. In case of a tie, the Chair of the Committee shall cast the winning vote.***

5.3.4.1.2. There shall be at least one external reviewer who is a full-time active academician in the discipline of the candidate, and who holds an academic rank higher or equal to the rank for which the faculty member is being considered. The external reviewer(s) shall not be co-author(s), nor shall he/she maintain a proved close relationship of any kind, or be a family member of the candidate.

5.3.4.1.3. The Chair of the Committee is elected by the members at the first meeting of the Committee.

5.3.5. The Dean of the School forwards the application and the candidate's academic portfolio to the Chair of the Committee on Promotion by November 15th.

5.3.6. The Committee on Promotion prepares a list of prospective external reviewers and investigates whether the candidate holds a strong objection(s) towards any individual on the list serving as external reviewer; or whether any of the requirements in point 5.3.4.1.2 are being violated. Then the Committee on Promotion makes the final selection of an external reviewer.

- 5.3.7. The Chair of the Committee on Promotion forwards copies of the candidate's academic portfolio to all members of the Committee (including the external reviewers) within a week and arranges for a review meeting within forty-five (45) days from the day the Chair of the Committee received the application and the candidate's academic portfolio.
- 5.3.8. The final decision and report of the Committee on Promotion is forwarded by the Chair of the Committee to the Council of Department, via the Chairperson of Department, within two (2) weeks from the conclusion of the Committee's deliberations. The Council of the Department determines that all procedural guidelines have been properly followed, ensures that all appropriate criteria were satisfied and reaches to an appropriate decision.
- 5.3.9. The Chairperson of the Department forwards the decision of the Council of Department, the portfolio and the reports to the Council of School via the Dean of School, within a month from the date he/she receives the Committee's decision and accompanying material.
- 5.3.10. The Council of School reaches a decision after reviewing the decision of the Council of Department, the portfolio and the report of the Committee on Promotion and ensures that all appropriate criteria for promotion are satisfied and all procedures have been followed. The Dean of School then forwards the decision of the Council of School together with the decision of the Council of Department, the portfolio and the report of the Committee on Promotion to the Senate, via the Rector, within a month from the date he/she receives the decision of the Council of Department and the accompanying material.
- 5.3.11. The Senate reaches a decision after reviewing the decision of the Council of School, the decision of the Council of Department, the portfolio and the report of the Committee on Promotion and ensures that all appropriate criteria for promotion are satisfied and all procedures have been followed. The Rector then forwards the decision of the Senate, together with the decision of the Council of School, the decision of the Council of Department, the portfolio and the report of the Committee on Promotion, to the University Council via the President, within a month from the date he/she receives the decision of the Council of School and the accompanying material.

- 5.3.12. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.
- 5.3.13. The Dean of School and/or the Rector and/or the President may require from the Committee on Promotion further elaboration of specific issues/ areas of the application.
- 5.3.14. The ratified final decision of the Council is communicated immediately to the pertinent Dean of School via the Rector. The candidate (with copy to the pertinent Chairperson of Department) shall be informed immediately of the decision in writing by the Dean of the School.
- 5.3.15. The approved promotion becomes effective at the beginning of the new academic year.

Notes:

- (a) **The schedule of weeks includes academic weeks and not weekends and/or Christmas holidays, which should not be counted as part of the time period stated in each clause. The procedure is expected to start on November 1st and be concluded by the 31st of March.**
- (b) **Special Teaching Personnel promotion procedures are similar to those applied for Faculty Promotion, as per described in the Internal Regulations and Guidelines on Election Procedures (Annex 15).**

6. PERFORMANCE EVALUATION OF FACULTY AND SPECIAL TEACHING PERSONNEL

The main purpose of the Performance Evaluation System is the development of both Faculty Members and Special Teaching Personnel.

6.1. Basic Principles and Standards

6.1.1. Teaching

Effective teaching is given the greatest weight and other factors cannot compensate for a failure to satisfy it. It involves mastery of the subject matter, the ability to stimulate the intellectual capabilities of students, and effectiveness in communicating the skills, methods and content of one's discipline. It includes a spirit of study necessary to keep courses continually revised and the

undertaking of efforts to sustain and improve teaching skills. Effective teaching also includes success in stimulating the intellectual development of one's colleagues through disciplinary and interdisciplinary work, including course development and participation in faculty training schemes/programs organized by the University and/or other Educational Institution(s), seminars and colloquia.

6.1.2. Research

European University Cyprus requires scholarly work that may be made public in various forms. All research, however, must involve the deployment of disciplined learning, closely informed by thorough research, for the sake of edifying and serving audiences that extend beyond the boundaries of the immediate University community.

Research can take many forms, such as **published research in various forms, article(s) in a scholarly periodical(s), chapter(s) in scholarly publication(s), book(s), paper(s) presented at a professional conference(s), contribution in research conference/event organization or any other form of artistic activity and research (i.e. composition and arrangement of music works, performance and conducting of music works, workshops, master classes, clinics and seminars) or any other equivalent form.**

6.1.3. Service to the University, Community, and Profession, and Self-Development

In addition, to support the University's mission, purpose and objectives, the University also assumes of its faculty a congenial and collegial relationship. This includes civility in discourse and a willingness to carry one's share of the load in teaching, advising, participation in institutional research, committee work, compliance with the 'UE Professor DNA/Laureate DNA Competencies' and other forms of university service. The quality of contributions, not merely the numbers of committees and assignments, remains a significant consideration.

The University values contributions to planning and governance, leadership in achieving the goals of the University (which include student recruitment and retention), working with students outside the classroom and extending the resources of the University to the wider community

Significant and extended service to professional societies, committees pertaining to higher education formed and appointed by the government, and academic associations; contribution in event organization; training activity; appraisals of manuscripts submitted for publication to university presses or scholarly journals; grant proposals/applications submitted to government agencies or learned and

professional societies; review of grant applications submitted to government agencies or learned and professional societies: all of these activities would count as instances of professional development. As educators, professional development includes activities and efforts to improve teaching/instructional capabilities, qualifications, etc. No amount of these activities, however, should compensate for deficiencies in Teaching or Research.

6.1.4. Transitional Period (Ranks are subject to and according to the Law on Private Universities)

6.1.4.1. Faculty

During this period, faculty members will be required to satisfy the minimal requirements concerning *Research*, i.e. **one form of research per year** as described above (See 6.1.2.: *Research*). They will have the obligations of such and will be evaluated like the other faculty members.

6.2. Faculty and Special Teaching Personnel Evaluation

6.2.1. Evaluation

Each full-time faculty member and special teaching personnel will be evaluated **EVERY TWO YEARS** (See **Appendix E: Self-Assessment Academic Staff Evaluation Report and Appendix I: Performance Evaluation System Activities Plan**).

The evaluation document(s) will be submitted to the Chairperson of Department by June 30.

6.2.1.1 Faculty

Faculty Ranks will be those of **Lecturer, Assistant Professor, Associate Professor and Professor**. The minimal requirements for each faculty rank are those that appear in the *University Charter*. One form of scholarship per year as described above (see 6.1.2 Research) will be minimal requirements for each member with the rank of faculty.

The faculty member shall engage in the process of self-evaluation as a positive force towards continued professional development and accomplishment. This initial step in the review process shall demonstrate the faculty member's performance in the areas of (i) **Teaching**, (ii) **Research**, and (iii) **Service to the University, Community, and Profession and Self -Development**.

Materials submitted by the faculty member should be evaluated in their entirety. It is recognized that any of the following evaluation categories may receive

different weight at particular periods in a faculty member's career, reflecting changes in either individual, departmental, or university goals. For instance, some faculty members may be striving more intensively to develop new methods of teaching, while other members may be more fully engaged in the pursuit of research. **However, the weight selected and officially stated by a faculty member should fall within the prescribed weight parameters for each category, which are as follows:**

- (i) **Teaching:** 30-60%
- (ii) **Research:** 30-60%
- (iii) **Service to the University, Community, and Profession and Self-Development:** 10-30%

6.2.1.2. Special Teaching Personnel

Special Teaching personnel ranks will be those of **Instructor and Senior Instructor**. The minimal requirements for each Special Teaching Personnel rank are those that appear in the *University Charter*.

Special Teaching Personnel will be primarily dedicated to teaching. While Special Teaching Personnel will be encouraged to grow personally and professionally through scholarship activity and continuous development, Research will not be considered in annual evaluations (it will be optional.) Service to the University, Community and Profession will be part of the Interim Performance Feedback Report (See Appendix L: Interim Performance Feedback).

Instructors/Senior Instructors

The weight for Instructors/Senior Instructors is as follows:

- (i) **Teaching:** 60%-80%
- (ii) **Scholarship/Research:** 0%-30%
- (iii) **Service to the University, Community, and Profession and Self-Development:** 10-30%

6.2.1.3. Faculty and Special Teaching Personnel (STP) on Probation

In the case of Faculty and Special Teaching Personnel (STP) on probation, two months prior to the end of the probation period, the Chairperson of the pertinent Department, following unannounced class observations/visits/evaluations during

lecture hours of the member on probation, is required to complete Appendix K: Performance Evaluation (Faculty and STP members on Probations). The Dean of the pertinent School is also required to provide commends/suggestions on the same report that is referred to the Vice-Rector of Academic Affairs; and is consequently forwarded to the H.R. Department.

6.3. Interim Performance Feedback

Each faculty member or special teaching personnel, on a yearly basis, shall prepare a document which will list and assess the success of activities of the past academic year per category, within the context of that year's stated goals, justifying strengths and weaknesses (See Appendix L: Interim Performance Feedback).

The interim performance feedback meeting shall take place during the month(s) of June/July of each year, between the faculty member or special teaching personnel and the pertinent Chairperson/Dean of School, where feedback and objectives shall be discussed and agreed upon.

6.4. Content of Evaluation Categories (See Appendix F: Performance Categories and Behaviors/Activities Evaluated)

6.4.1. Teaching

Based on above Basic Principles and Standards, the faculty members (and accordingly the special teaching personnel members) should prepare a list/statement that discusses accomplishments in courses taught, and activities aimed at sustaining and improving teaching effectiveness. It involves mastery of the subject matter, the ability to stimulate the intellectual capabilities of students, and effectiveness in communicating the skills, methods and content of one's discipline. It includes a spirit of study necessary to keep courses continually revised, and the undertaking of efforts to sustain and improve teaching skills.

Effective teaching also includes success in stimulating the intellectual development of one's colleagues through disciplinary and interdisciplinary work, including course development and participation in faculty training schemes/programs organized by the University and/or other Educational Institution(s), seminars and colloquia. Effort and energy in activities such as course development, course revision, and/or development of new technologies/instructional publication/activities/methodology and/or teaching material to enhance the learning environment should be noted, as well as summaries of student evaluations.

6.4.2. Research

Based on above Basic Principles and Standards, the faculty member should prepare a list/statement that discusses current research in progress and/or completed. Research can take many forms, such as **published research in various forms, article(s) in scholarly periodical(s), book(s), chapter(s) in scholarly publication(s), paper(s) presented at professional conference(s), contribution in research conference/event organization or any other form of artistic activity and research (i.e. composition and arrangement of music works, performance and conducting of music works, workshops, master classes, clinics and seminars) or any other equivalent form.**

The faculty member is encouraged to note the degree of support received from the University (e.g. teaching load reduction, time-off, research grant, etc.) that contributed to the completion of his/her scholarly endeavors.

6.4.3. Service to the University, Community and Profession, and Self - Development

Based on above Basic Principles and Standards, the faculty member should prepare a list/statement that discusses contributions made to the University and the Community in the area of service. Activities such as committee memberships and offices held, participation in special education/training programs, outreach activities classroom working and recruitment of students, and working with students outside the classroom should be outlined. Activities demonstrating involvement in community service and commitment to social responsibility should be noted, such as membership in community organizations and volunteer work; also other activities extending the resources of the University to the wider community.

Significant and extended service to professional societies, committees pertaining to higher education formed and appointed by the government, and academic associations; appraisals of manuscripts submitted for publication to university presses or scholarly journals; grant proposals/applications submitted to government agencies or learned and professional societies; review of grant applications submitted to government agencies or learned and professional societies; contribution in event organization; participation in training seminars; pursuing of additional qualification/degrees; etc. will be taken into consideration.

(Note: A checklist (criteria) for each performance category with indicative rating of each activity/behavior (See Appendix G: Summary of Grading of the Performance Evaluation System) and a Description of Each Behavior (See

Appendix H: Performance Evaluation System) has been developed based primarily on the suggestions made by the faculty, the above basic principles and standards, and the content of the above evaluation categories.)

6.4.4. Rating of Performance

Performance in each of the above categories is rated according to the following scale:

Truly Outstanding:	5 points
Exceeds Normal Expectations:	4 points
Completely Satisfactory:	3 points
Needs Improvement:	2 points
Below Expectations/Weak Performance:	1 point

6.4.5. Process of Faculty Evaluation

The interim performance feedback review process will provide the basis for the review of the performance of faculty (and accordingly the special teaching personnel member). In doing so, both the faculty and the administration reaffirm their commitment to the principles of academic freedom.

6.4.5.1. Interim Performance Feedback Review

- 6.4.5.1.1. The Review will be based on the above stated Evaluation Categories, and will also be related to the University's mission, purpose, strategy and objectives.
- 6.4.5.1.2. Chairpersons of Departments and Deans of Schools are charged with conveying the expectations of #1 to faculty.
- 6.4.5.1.3. **The Interim Performance Feedback Review** (See Appendix L: Interim Performance Feedback) will be used for recording an individual's performance, which will be submitted to the pertinent Department Chairperson by each faculty member or Special Teaching personnel member by **June-July** of the interim year.
- 6.4.5.1.4. **The pertinent Chairperson and the pertinent Dean of School** will carry out jointly the review/assessment of each faculty member or special teaching personnel member. **The Performance Evaluation Scoring Worksheet** (See Appendix J: Performance Evaluation Scoring Worksheet) will be used for assessing Faculty and Special Teaching Personnel (every two years).
- 6.4.5.1.5. All appropriately completed and signed review documents of each faculty or Special Teaching personnel member will be submitted by

the Dean of School to the Review Committee by **10th of September**.

- 6.4.5.1.6. **The Review Committee** consists of the pertinent Department Chairperson, the pertinent Dean of School, one high-rank Faculty member per School and a representative of the Administration. The appointed faculty members from each School and the administration representative should review the evaluation documents in the Dean's office prior to the Review Committee meeting. This committee will review the evaluation documents, will give instructions for clarification/remedy in cases of ambiguity, will verify the outcome of the annual review of each faculty member, and will make the final assessment. [It is the right of the evaluated member to refuse the participation of any of the appointed faculty members from each School to be present, irrespective of which Department/School the faculty member is a member. However, the pertinent Department Chairperson and the Dean of School will be coordinating the review of the faculty members of their Department/School]. The outcome of the assessment by the Review Committee would normally be decided by consensus, otherwise by majority. All members of the Review Committee should sign the relevant sections of the **Performance Evaluation Scoring Worksheet** (See Appendix J: Performance Evaluation Scoring Worksheet) by **30 September**.
- 6.4.5.1.7. The pertinent Chairperson and the Dean of School, jointly, will then meet with each faculty member or Special Teaching personnel member under evaluation to discuss the results of the review/assessment by **30 October**. The pertinent Department Chairperson, the Dean of School and the involved faculty member or Special Teaching personnel member should sign the review at the time of their meeting, with the faculty member/Special Teaching personnel member reviewed being able to add comments
- 6.4.5.1.8. All appropriately completed, signed, and verified documents will be submitted by the Dean of each School to the Vice-Rector of Academic Affairs by **15 October**.
- 6.4.5.1.9. **Appeal / Grievance**. A committee consisting of a high-rank academic administrator, a high-rank faculty member and a high-rank external member will investigate all appeals / grievances. These individuals will not be the same as those in the Review Committee.

6.4.6. Quantitative Outcome of Evaluation

The points received by a faculty member or special teaching personnel in the review for each evaluation category is multiplied by the percent weight for that category selected by the faculty member for the specific year. The sum of totals of all categories will be the overall evaluation result (with 0 being the lowest and 5.00 being the highest).

Example:

A faculty member selects the following weight, and achieves the following points for each evaluation category:

Teaching:	50% - 4 points
Scholarship/Research:	30% - 3 points
Service to the University, Community, Profession & Self Development:	20% - 3 points

The total for each category will be as follows:

Teaching:	0.50 x 4 = 2.00
Scholarship/Research:	0.30 x 3 = 0.90
Service to the University, Community, and Profession & Self Development:	0.20 x 3 = 0.60

Total's Sum: 3.50

Note: All provisions of the above system may be modified so that they will conform to the provisions of the Law on Private Universities of 2005 (s. 36.(1)) and the provisions of the Law on Quality Assurance and Accreditation of 2015 (s. 13-(1)).

7. COMPENSATION AND FRINGE BENEFITS

The compensation system of the University consists of the following components:

- Annual Salary
- Annual salary increase
- Fringe benefits

7.1. Annual Salary

Monthly salary X 13

7.2. Annual Salary Increase

The compensation system of the University promotes incentive and it is based on performance merit and encourages and promotes fairness and justice among employees. It consists of the following:

7.2.1. Performance Increase

- a. IPBP % - Individual Performance - Based Pay (%) increase based on performance evaluation
- b. Bonus - based on performance evaluation and University financial performance/ productivity

7.3. Fringe Benefits

The University provides the following fringe benefits.

- * **Social Insurance**
- * **Provident Fund (Retirement Plan)**
- * **Medical Insurance**
- * **Paid Maternity Leave**

7.3.1. Social Insurance

Social Insurance contributions for full-time employees as per the Republic of Cyprus Law.

7.3.2. Provident Fund

Contribution as per the University's Provident Fund Charter.

7.3.3. Medical Insurance

Group medical insurance is available to all full-time permanent employees. Medical Forms and Medical Plan Scheme are available at the Department of Human Resources.

7.3.4. Paid Maternity Leave

Full-time female faculty and staff are eligible for maternity leave and benefits as described below:

- **time off work**
2 weeks prior to expected childbirth, and
16 weeks recovery after childbirth
- **compensation**
The female employee will receive 1/4th of her monthly salary during the time she is off (Social Insurance pays 3/4ths of the salary), for a period that does not exceed 18 weeks.

8. STAFF ETHICS

The University places confidence and trust in the integrity and excellence of character of the Employee. It is therefore agreed that each Employee shall, at all times, conduct himself/herself in a manner which is in alignment with the high personal moral and intellectual standards of the University, as those are illustrated in the 'Faculty Handbook' and the University Charter. These standards/principles include the following:

- 8.1. Maintaining just and courteous professional relationships with students, parents, staff members, and others.
- 8.2. Maintaining efficiency and keeping up with the developments in one's field(s) of work.
- 8.3. Placing the education and welfare of students as the first concern of the University, which will require that appointments to positions and promotions be based solely on merit.
- 8.4. Directing any criticism of other staff members or of any department of the University towards the improvement of the University. Such constructive criticism is to be made directly to the particular University administrator who has the administrative authority to improve the situation.
- 8.5. Using properly and protecting all University facilities, equipment, and materials.
- 8.6. Abiding with the Laureate DNA Competencies, Qualities and Principles and the Laureate Code of Conduct and Ethics (the 'Code').

APPENDIX A

INTERNAL REGULATIONS ON FACULTY SELECTION AND APPOINTMENT

Recognizing the University's commitment to excellence in teaching and research and aiming at ensuring the recruitment, selection, and appointment of faculty members with high potential and ability, as well as at providing support for the continued development of their skills as good teachers and researchers, the Senate adopts the following Faculty Selection Procedures:

1. Needs assessment – Advertising vacancy

- 1.1 Early in the Spring Semester (as a general rule), the Human Resources department (henceforth H.R. department), in consultation with the Vice Rector of Academic Affairs, instructs the Schools to consider possible vacant positions for the forthcoming year.
- 1.2 The decision to employ additional faculty member should be based on the identified departmental/school needs, which ensure that there will be sufficient instructors to support academic programs in the coming year(s). It is additionally based on variables such as projected student population, likely demand for specific programs and anticipated offerings of courses, faculty leave of absence or teaching load reduction due to research and/or pursuit of higher degrees, etc. The faculty vacancies are announced c/o the Department of Human Resources in daily Press and the University webpage.
- 1.3 The pertinent Department Chairperson, with the approval of the Council of the pertinent Department, identifies vacant position(s) and forwards them to the Dean of the School. Consequently, the Dean of the School forwards the Department/School suggestions to the Vice Rector of Academic Affairs. After a consultation between the Vice Rector of Academic Affairs and the H.R. department, the latter makes the final decision. After a final decision has been reached, the pertinent Dean forwards the list with the vacant position(s) to the Rector, for Senate approval. Vacant position(s) should be specific indicating position, desired rank, and specialization.
- 1.4 The H.R. department develops the advertising note and makes all the necessary arrangements for its distribution to the relevant advertising media: including local newspapers, higher education journals, University website as well as through Job Search agencies.
- 1.5 The advertising vacancy requests that the applicants should send a complete dossier, which would ideally include the following documents:
 - a. Cover letter and vita;
 - b. Official transcripts of all undergraduate, graduate and PhD studies;

- c. A research proposal
- d. Candidate's Teaching & Research Portfolio consisting of:
 - Statement of Teaching Philosophy
 - Statement of Research Philosophy
 - Teaching Evaluations (where applicable)
- e. Three external letters of recommendation, preferably from recognized experts in the candidate's field of expertise (submitted independently of the candidate). These can also be from former supervisors or colleagues with whom the applicant has collaborated, preferably over the last five years. The letters should not be from relatives of the applicant.
- f. List of publications and research funding

Note: All of the candidate's minimal qualifications (e.g. Doctorate title) for appointment to the appropriate rank must have been completed, prior to the deadline of the advertised vacancy for the submission of the required dossier, as described above.

2. Faculty Selection Committee

2.1 The Dean of the pertinent School, in consultation with the Chairperson of the pertinent Department, forms a Faculty Selection Committee. The establishment of the in question Committee is conducted once the faculty vacancy is announced in the daily Press.

2.2 The Faculty Selection Committee members:

a) The Faculty Selection Committee should consist of a minimum of three full-time faculty members who hold a higher rank to the one the candidate is considered for, except for the rank of Professor, for which the faculty members should hold the rank of Professor. **In the case that the conditions in a School are such, where there are not faculty members available in a higher rank, then the Committee can be constituted by additional Faculty members of another Department/School in a higher rank. In the case that the above provisions are not possible, the Committee can also consist of pertinent Department/School members in an equal, to the one the candidate is considered for, rank.**

b) The Dean of the pertinent School, in consultation with the pertinent Department Chairperson, designate the Chair and the members of the Faculty Selection Committee, which should consist of appropriate academic members (based on the academic discipline of the announced vacancy(ies) and the nominations received).

- c) The Dean of the pertinent School, in consultation with the pertinent Department Chairperson, may designate up to 2 (two) non-voting Department members holding the specialization of the applicant.
- d) The Dean of the pertinent School, in consultation with the pertinent Department Chairperson, may designate external faculty member (s) either from other departments of EUC or from other academic institutions to participate in the Faculty Selection Committee.
- e) The final composition of the Faculty Selection Committee is approved by the Council of the pertinent Department.
- f) The Department Chair may invite Student Representatives to participate in the Demonstration (Demo) Lecture by the candidate.

2.3. Evaluation points (where feasible) for each application are:

- a. Specialization or/and professional activities
- b. Teaching experience / skills
- c. Research
- d. References
- e. Publications
- f. Service to the community/society
- g. National/International academic recognition of accomplishment/ achievements
- h. Teaching potential and communicative abilities
- i. Invitations to teach due to reputation/or/and key note speeches
- j. Evidence of effective postdoctoral, graduate and undergraduate supervision where applicable (theses, projects, and internships).
- k. New courses developed; involvement in curriculum development.
- l. Compliance/Compatibility with the wider University Culture and the suggested 'UE Professor DNA/Laureate DNA Competencies'.

2.4. Ensures that selection criteria and methods of assessment are applied consistently for all candidates.

3. Acknowledgement of receiving application and application evaluation

3.1. Applications are submitted to the H.R. department, which acknowledges the receipt of the documents to the applicant. The H.R. department forwards the complete file containing all the documents submitted by the respective applicants to the Department Chairperson through the Dean of the School.

3.2. The Department Chairperson reviews the documentation and if additional information is needed he/she contacts the applicant. A copy of all the

documents submitted by each applicant is distributed to the members of the Faculty Selection Committee.

3.3. The Faculty Selection Committee:

- 3.3.1. Confirms and evaluates the submitted documentation/information/degrees, in terms of their validity;
 - 3.3.2. Ensures that all of the candidate's minimal qualifications (e.g. Doctorate title) for appointment to the appropriate rank were completed, prior to the deadline of the advertised vacancy for the submission of the required dossier;
 - 3.3.3. Reviews and evaluates the applicants' credentials: selects applicants who meet the criteria, eliminates those applicants who are clearly unqualified, and decides on those candidates to invite for an on-campus interview;
- 3.4. In the case of a limited number of suitable candidates, the Faculty Selection Committee can use its discretion to decide to continue or not the selection process. The Faculty Selection Committee, through its Chair, communicates its suggestions to the pertinent Department Chairperson, who informs the Dean of the pertinent School. The pertinent School Dean respectively informs the Vice Rector of Academic Affairs and the H.R. department, as well as the Rector, for Senate approval.
- 3.5. In the case of non-suitable candidates, the Chair of the Faculty Selection Committee informs the pertinent Department Chairperson about the Committee's decision not to recommend any candidate. The Department Chairperson informs the Dean of the pertinent School, who subsequently informs the H.R. department, as well as the Vice Rector of Academic Affairs. The recruitment process is terminated. The H.R. department informs the applicants accordingly and prepares a new advertising vacancy.

4. On-campus Interviews

- 4.1. The Faculty Selection Committee through its Chair invites candidates for on-campus interviews.
- 4.2. The interview (max. 1.1/2 hrs) for each candidate is composed of two parts: (a) One part is a discussion mainly focusing on the candidate's research interests, teaching experience, refereed publications, service to the community and academic recognition (See Point 2.3: Evaluation points); whereas (b) the other part consists of a demonstration (demo) lecture (20-30 min), during which the candidate makes a mock-up lecture presentation, on a pre-assigned topic, to the Faculty Selection Committee and possibly Student Representatives of the pertinent department council, who may be invited to participate. The demonstration lecture only applies for the ranks of Lecturer and Assistant Professor.

- 4.3. In case the rank of the position under consideration is that of Professor /or Associate Professor, the Faculty Selection Committee can use its discretion on the nature of the interview.

5. Selection and Appointment

- 5.1. The Faculty Selection Committee evaluates candidates according to the set criteria and makes recommendations according to the policies, as to the acceptability, strengths, and weaknesses of the candidates.
- 5.2. The present, during the meeting, Faculty Selection Committee members, by vote, reach to an agreement on the ranking of suitable candidates. Moreover, prior to making a conclusive hiring suggestion, among the suitable candidates, it is highly advisable that the Faculty Selection Committee reaches to a decision, in regards to the candidate's rank of appointment, based on the 'framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking' (Annex 15 – Appendix A). Additionally, the Faculty Selection Committee, prior to reaching a decision, should take into consideration the potential compatibility of the candidate, in relation to the 'UE Professor DNA/Laureate DNA Competencies'.
- 5.3. Each eligible voting member shall have one vote in Committee meetings and Committee elections. In case of a tie, the Chair of the Committee shall cast the winning vote.
- 5.4. The Faculty Selection Committee forwards its report to the Department Chairperson within two months after the approval of the composition of the Committee by the Council of Department. The report includes the following information:
 - a. The number of applications received
 - b. The criteria used in determining the short list
 - c. The names of persons who are not short-listed, followed by relevant comments
 - d. The names of persons who are short-listed and invited for the interview
 - e. The final ranking of the persons that appear in the short list and the committee's recommendation, followed by relevant comments
 - f. The rank of appointment for the person(s) whose hiring is suggested, as well as the discipline in which the applicant(s) is/are suggested.
- 5.5. The Department Chairperson presents the Report of the Faculty Selection Committee to the Department Council during its next meeting, for

approval. Continuing, the decision of the Departmental Council, accompanied by the Faculty Selection Report and all relevant application material, is forwarded to the Dean of the pertinent School, who forwards his/her recommendation, together with the decision of the Council of Department and all documents, to the School Council. The School Council reaches to a decision during its next meeting; whereas the decision of the Council of the School and all documents are forwarded to the Senate via the Rector, within 10 working days after the School Council decision.

- 5.6. The Senate determines that all procedural guidelines have been properly followed. The Senate's approval, together with all documents, is forwarded by the Rector to the University Council.
- 5.7. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.

6. The H.R. Department

- 6.1 The decision of the University's Council is forwarded to the H.R. department for appropriate action.
- 6.2. In consultation with the selected candidate and the pertinent Department Chairperson and Dean, the H.R. department clarifies the appointment's starting date and other contract details.
- 6.3. The H.R. department sends an official appointment letter to the selected candidate asking for his/her approval.
- 6.4. Once the candidate's official positive reply has been received and the contract has been signed, the H.R. department sends appropriate letters to unsuccessful candidates and informs the pertinent Department Chairperson and Dean.

7. Records

- 7.1. Full records of the process are kept in the appropriate files of the pertinent School.
- 7.2. In addition, a complete record with the Faculty Selection Report, memorandum(s) of the Department and School decisions, as well as the Curriculum Vitae of the successful applicant(s) is/are also kept by the Office of the Rector/Vice Rector of Academic Affairs and the H.R. department.

8. Measures to Prevent Discrimination in Appointments

Recognizing the desire of the University to prevent discrimination and to be in compliance with the Cyprus and E.U. legislation, the Senate reaffirms the commitment of the University to non-discrimination in employment decisions. Whenever an academic staff vacancy occurs, the following conditions must be observed:

- 8.1. The Faculty Selection Committee gives careful and detailed consideration to all qualified applicants regardless of race, religious beliefs, colour, sex, disability, marital status, age or ancestry.
- 8.2. When interviewing candidates for a vacant staff position, the Faculty Selection Committee, may not request information about religious beliefs, political affiliations, family or marital status, age, ancestry or place of origin or physical disability, which could lead to discriminatory action.



Department of Management and Marketing - Academic Personnel

HOME

School of Business Administration Vacancies

Department
of
Management
and
Marketing
-

European University Cyprus, is seeking to recruit qualified applicants for an academic position at the rank of Lecturer or Assistant Professor for the following area:

School of Business Administration

Department of Marketing and Management

▶ **Aviation Management**

Duties and responsibilities:

- ▶ To follow the learning and teaching processes as directed by the decisions of the University's Council
- ▶ To follow the academic learning model set by the University and deliver the curriculum accordingly

Academic Personnel

Department of Management & Marketing - Scientific Collaborators



Department of Accounting Economics and Finance - Special Scientist



Department of Accounting Economics and Finance - Scientific Collaborator

- ▶ To support students in their studies at the University
- ▶ To use technology to facilitate learning and educational activities
- ▶ To collaborate with other University departments that have an impact on students' learning experience and curriculum implementation

Qualifications required:

- ▶ Doctorate degree (PhD, holder in the relevant field)
- ▶ Technology oriented
- ▶ Excellent written and oral communication skills
- ▶ Fluency in Greek and English
- ▶ Very good interpersonal skills
- ▶ Professional demeanor and presentation skills
- ▶ Intercultural competences – global mindset
- ▶ Willingness to assist and support students
- ▶ Dynamic personality driven by innovation
- ▶ Team orientated

Former Teaching Experience:

- ▶ For the rank of **Lecturer** substantial proof of competence in teaching and research is required
- ▶ For the rank of **Assistant Professor** at least 3 years of continuous academic and research experience in renowned academic institutions is required

Candidates should submit the following documents:

- ▶ A letter stating the subject for which they are interested
- ▶ Curriculum Vitae
- ▶ Proof of their qualifications
- ▶ 2 Recommendation Letters

Applications Submitted:

Please submit, electronically, all required documents to the **Human Resource Department** (hrm@euc.ac.cy) by **Friday, 30th of November 2018.**

Tel: +357- 22713061

Upcoming Event



Cyprus Jazz Workshop 2018

Το Ευρωπαϊκό Πανεπιστήμιο Κύπρου σε συνεργασία με το Jazz Education Abroad ...



RESEARCH POLICY

15 November 2015

Table of Contents

INTRODUCTION	4
1. EUC RESEARCH ETHICS POLICY	5
1.1 SCOPE AND PURPOSE	5
1.2 GENERAL PRINCIPLES	6
1.3 THE DEFINITION OF HUMAN-RELATED RESEARCH.....	6
1.4 VULNERABLE PARTICIPANTS	6
1.5 THE LEGAL FRAMEWORK, THE ROLE OF PROFESSIONAL ASSOCIATIONS AND RESEARCH COUNCILS	7
2. GOOD RESEARCH PRACTICES / CODE OF ETHICAL CONDUCT IN RESEARCH	7
2.1 CODE OF ETHICAL CONDUCT IN RESEARCH.....	7
2.2 OPENNESS IN RESEARCH.....	8
2.3 INTEGRITY	8
2.4 MISCONDUCT IN RESEARCH	8
3. INTELLECTUAL PROPERTY POLICY	9
3.1 INTRODUCTION	9
3.2 DEFINITIONS	9
3.3 INTELLECTUAL PROPERTY REGULATIONS	10
3.3.1 Responsibility.....	10
3.3.2 Identification of IP (including duty of confidentiality)	10
3.3.3 Coverage of the Regulations.....	13
3.3.4 Exceptions to the Regulations	14
3.3.5 Disclosure of IP.....	14
3.3.6 Ownership of IP.....	15
3.3.7 Modus Operandi for Commercial Exploitation of the IPR	15
3.3.8 IPR protection	16
3.3.9 Revenue Sharing Mechanism	17
3.3.10 Leaving the EUC	17
3.3.11 Applications to use the EUC's IP.....	17
3.3.12 Breach of the Regulations.....	17
3.3.13 Discretion to assign/licence back.....	17
3.3.14 Amendments to the Regulations.....	18
3.3.15 Death.....	18
3.3.16 Disputes	18
4. OFFICES, COMMITTEES AND CENTRES FOR RESEARCH	19
4.1 VICE RECTOR FOR RESEARCH AND EXTERNAL AFFAIRS	19
4.2 SENATE RESEARCH COMMITTEE.....	19
4.3 RESEARCH FOUNDATIONS AND CENTRES.....	19
4.4 RESEARCH OFFICE	19
5. RULES GOVERNING EXTERNAL RESEARCH PROGRAMMES	19
5.1 SUGGESTED PROCEDURE FOR SUBMITTING AND IMPLEMENTING A FUNDED.....	19
RESEARCH PROJECT	19
5.1.1 SUBMISSION OF RESEARCH PROPOSALS:	20
5.1.2 PROJECT IMPLEMENTATION	20
5.1.3 FINANCIAL ISSUES CONCERNING EXTERNALLY FUNDED RESEARCH PROJECTS	20
5.1.4 UNIVERSITY RESEARCH FUND	21
6. RULES GOVERNING INTERNAL RESEARCH AWARDS	22

6.1	PURPOSE	22
6.2	ELIGIBILITY FOR THE AWARDS	22
6.3	APPLICATION PROCEDURE	22
7.	TEACHING HOURS REDUCTION FOR RESEARCH PURPOSES	23
7.1	AWARD OF A THR FOR PARTICIPATION IN RESEARCH PROJECTS	23
7.2	AWARD OF A THR FOR WRITING A BOOK.....	24
7.3	AWARD OF A THR BY ACCUMULATION OF POINTS	24
8.	EQUIPMENT ACQUIRED THROUGH INTERNAL AND EXTERNAL FUNDING	24
8.1	EQUIPMENT ACQUIRED THROUGH UNIVERSITY FUNDS	24
8.2	EQUIPMENT PURCHASED THROUGH EXTERNAL FUNDING.....	24
8.3	PROVISION OF COMPUTING EQUIPMENT BY MIS	25
9.	RESEARCH APPOINTMENT / AFFILIATIONS	25
9.1	HONORARY RESEARCH ASSOCIATES	25
9.2	RESEARCH ASSOCIATES (SCIENTIFIC COLLABORATORS).....	26
9.3	BENEFITS TO THE EUC	26
9.4	BENEFITS TO THE RESEARCH AFFILIATES	26
APPENDIX A:		27
APPENDIX B:		28
APPENDIX C:		30
APPENDIX D:		31
D1.	POINTS ACCUMULATION FROM RESEARCH	31
D2.	POINTS ACCUMULATION FROM RESEARCH / DEPARTMENT OF ARTS	34

Introduction

Within the framework of further contribution to the research community, the mission of the European University Cyprus (from now on referred to as the University or EUC) is to develop a pioneering and innovative research infrastructure with the objective of generating new knowledge. The university focuses on both fundamental and applied research and wherever possible the commercial application or exploitation of the research results.

The policy is guided by the following broad objectives:

- 1) The establishment of an interdisciplinary approach for researchers with attractive conditions for accessible movement among institutions, disciplines, sectors and countries, without financial and administrative obstacles.
- 2) The creation of state of the art research infrastructures, including research centres, foundations, units and/or laboratories, which are integrated and networked and accessible to research teams from across the EUC.
- 3) Introduction of a simple and harmonized regime for intellectual property rights in order to enhance the efficiency of knowledge transfer, in particular between public research and industry.
- 4) Optimization of research programs and priorities, for example by developing joint principles for the administration of European, national and regional funding programs.
- 5) The strengthening of international cooperation enabling faculty and other scholars in the world to participate in various research areas, with special emphasis on developing multilateral initiatives to address global challenges.
- 6) The transfer of research-based knowledge to EUC students

Research is conducted by faculty members, research associates/research personnel and PhD students either on their own or within the framework of external (national, European, international) and internal funding programs that are launched by the University.

The Research Policy provides a code of conduct for research and is intended for all staff, including people with honorary positions, faculty members, special teaching personnel, scientific collaborators, special scientists, research associates, and students carrying out research at or on behalf of the University.

All groups mentioned above must familiarize themselves with the Research Policy to ensure that its provisions are observed.

1. EUC Research Ethics Policy

1.1 Scope and Purpose

1. The aim of the EUC Research Ethics policy is to promote and encourage a high quality research and enterprise culture, with the highest possible standards of integrity and practice. The policy applies to all academic, contract research and administrative staff, all research students, as well as undergraduate and masters students who are undertaking research. In short, the policy applies to all disciplines and research activities within the University, or sub-contracted on its behalf.
2. All staff and students are expected to act ethically when engaged in University business. Any research involving animals, human participants, human tissue or the collection of data on individuals requires ethical consideration. While particular attention must be paid to the interests of potentially vulnerable groups, such as children, the University recognises that it has a duty of care towards all members of the wider community affected by its activities. The University also recognises that it has a duty of care to its own staff, and that this includes the avoidance of harm to those undertaking research.
3. The University will establish a framework for research ethics governance in which its Research Ethics Committee will have a central approval, monitoring and training role. The University will establish a Research Ethics Committee with representatives from all the Schools. The Research Ethics Committee will put in place the procedures needed to obtain approval.

It is, however, recognised that it may not always be appropriate or practicable for ethical approval to be sought from the Research Ethics Committee especially when it comes to short or undergraduate projects. Normally undergraduate or taught projects will not require clearance from the Research Ethics Committee and the matter can be dealt with at School and/or Department level. However, when active intervention is involved whether physically invasive or psychologically intrusive the Research Ethics Committee will need to be consulted. In particular, university staff has an obligation to ensure that not only their own research but any undergraduate or masters student research conducted under their supervision is ethically sound. Where research projects are subject to external approval, the School or Department responsible must ensure that this approval is sought and given. Where approval for a project has been given by a Research Ethics Committee at another university, as may be the case with a collaborative project, the EUC Research Ethics Committee must be provided with proof of this.

4. For some research projects it may be necessary to obtain the approval of the Cyprus National Bioethics Committee. Researchers should consult directly with the Cyprus National Bioethics Committee. Contact details and more information on the approval process can be found on <http://www.bioethics.gov.cy>.

1.2 General Principles

1. The EUC Research Ethics Policy is based on widely accepted principles and practices governing research involving human participants. The key elements are:
 - Minimal risk of harm to participants and researchers;
 - Potential for benefit to the society;
 - Maintenance of the dignity of participants;
 - Minimal risk of harm to the environment;
 - Voluntary informed consent by participants, or special safeguards where this is not possible;
 - Transparency in declaring funding sources;
 - Confidentiality of information supplied by research participants and anonymity of respondents;
 - Acknowledgement of assistance;
 - Appropriate publication and dissemination of research results;
 - Independence and impartiality of researchers.

1.3 The Definition of Human-Related Research

1. All human-related research which includes one or more of the following require ethical assessment and approval at the appropriate level:
 - Direct involvement through physically invasive procedures, such as the taking of blood samples
 - Direct involvement through non-invasive procedures, such as laboratory-based experiments, interviews, questionnaires, surveys, observation
 - Indirect involvement through access to personal information and/or tissue
 - Involvement requiring consent on behalf of others, such as by parents for a child participant

1.4 Vulnerable Participants

1. Some participants may be particularly vulnerable to harm and may require special safeguards for their welfare. In general, it may be inappropriate for undergraduates to undertake research projects involving such participants.
2. Particularly vulnerable participants might be:
 - Infants and children under the age of eighteen
 - People with physiological and/or psychological impairments and/or learning difficulties.
 - People in poverty
 - Relatives of sick, or recently-deceased, people

1.5 The Legal Framework, the Role of Professional Associations and Research Councils

1. All research undertaken under the auspices of EUC must meet statutory requirements. Of particular relevance is the Bioethics Law (N.150 (I)/2001 and 53 (I)/2010), the Data Protection Law (2001), the Patients Protection Law (2005), and all those laws that create the legal framework for the Cyprus National Bioethics Committee.
2. Researchers in particular disciplines should comply with any research ethics guidelines set out by their professional associations.
3. Research Councils, charitable trusts and other research funding bodies in most cases require an undertaking from grant applicants that research proposals involving human participants have been approved by the University Research Ethics Committee or another appropriate body. Some also require audited compliance with their guidelines.

2. Good Research Practices / Code of Ethical Conduct in Research

2.1 Code of ethical conduct in research

Scholarly inquiry and the dissemination of knowledge are central functions of the University. They can be carried out only if faculty and research personnel abide by certain rules of conduct and accept responsibilities stemming from their research. And they can only be carried out if faculty and research personnel are guaranteed certain freedoms. The University expects that faculty and research personnel will be bound by the following research practices:

All faculty and research personnel are free to choose any research matter, to receive support from any legitimate source, and to create, analyse and derive their own findings and conclusions.

Research methods, techniques, and practices should not violate any established professional ethics, or infringe on health, safety, privacy and other personal rights of human beings and/or animals.

The University must provide and foster an environment that is favourable to research. If, for any reason, the University cannot provide adequate support to all research demands, it should allocate support in tangible and intangible goods according to scholarly and educational merits of the proposed research programs, and not on speculations concerning political or moral incongruity of the uses that may result from the findings.

The above principles define the university's role with respect to research carried out on its premises. They are set forth to reinforce, and not diminish each faculty and research personnel's personal responsibilities toward their research, and to assure that each faculty and research personnel's source of funding and research applications are consistent with moral and societal conscience.

2.2 Openness in research

The University recognizes and supports the need for faculty and research personnel to protect their own rights, be they academic or intellectual property rights. Even so, the University encourages all faculty and research personnel to be as open as possible when discussing their research with other researchers and the public. This aims at the dissemination of research performed in the University to enhance the international research community's knowledge and understanding.

2.3 Integrity

Faculty and research personnel must be honest about their research and in their review of research coming from other researchers. This applies to all types of research work, including, but not limited to, analysing data, applying for funding, and publishing findings. The contributions of all involved parties should be acknowledged in all published forms of findings.

Faculty and research personnel are liable to the society, their professions, the University, their students and any funding agency that may fund their research. For this reason, faculty and research personnel are expected to understand that any form of plagiarism, deception, fabrication or falsification of research results are regarded as grave disciplinary offences managed by procedures described in detail in Section 2.4.

Any real or potential conflict of interest should be reported by faculty and research personnel to any affected party in a timely manner in all matters concerning research and peer review. According to the United States National Institute of Health "Conflict of interest occurs when individuals involved with the conduct, reporting, oversight, or review of research also have financial or other interests, from which they can benefit, depending on the results of the research." (<http://www.nih.gov>).

2.4 Misconduct in research

Misconduct in research may involve Fabrication, Falsification, or Plagiarism in proposing, performing, or reviewing research, or in reporting research results. To prove that there has been misconduct in research, the following conditions must be met: The performance of said research has significantly deviated from accepted practices used in the field that the research was performed, and there was intention in the misconduct by the researcher(s).

Any allegations about misconduct in research will be investigated by the University thoroughly, through a special committee formed as described in the University Charter, Annex 11, Article VII.

3. Intellectual Property Policy

3.1 Introduction

The EUC is dedicated to teaching, research, and the extension of knowledge to the public. Faculty, research personnel, and students at the University, hereafter referred to as "University Employees," recognize as two of their major objectives the production of new knowledge and the dissemination of both old and new knowledge. Because of these objectives, the need is created to encourage the production of creative and scholarly works and to develop new and useful materials, devices, processes, and other inventions, some of which may have potential for commercialization.

The University acknowledges the need for an Intellectual Property Rights (IPR) policy, which will promote the University's reputation as socially relevant, leading research and teaching organisation and will directly contribute to the financial position of the EUC if its commercial value is realised.

The policy is based on the principles that will govern the ownership rights emanating from research of and/or materials produced by the EUC's members of staff and students, and to establish objectively fair and equitable criteria for the transfer of knowledge. The EUC thus aims to provide support services to promote the creation of Intellectual Property (IP) whilst seeking to maximise the commercial exploitation of the resulting IPR.

Intellectual Property includes, but is not limited to, patents, registered designs, registered trademarks and applications and the right to apply for any of the foregoing, copyright, design rights, topography rights, database rights, brands, trademarks, utility model rights, rights in the nature of copyright, knowhow, rights in proprietary and confidential information and any other rights in inventions.

The EUC acknowledges that registration and commercial exploitation of Intellectual Property is often a long and costly process that is justified once it is ascertained that there exists a business case for such registration and exploitation. It is known that in practice, only a small number of works can be commercially exploited in a viable manner, depending on the nature and marketability of the work in question.

3.2 Definitions

For the purposes of this Policy:

Creator - "Creator" shall mean, employees of EUC, a student, non-employees contracted to EUC for contracts and services, or a member of a Visiting Teaching Staff involved in the production of Disclosable Work.

Disclosable Work – "Disclosable Work" shall mean such work that is novel, original, and/or important and is likely to bring impact and enhance the Creator's reputation. This work is characterised by the IP rights it generates.

Intellectual Property Policy – “IP Policy” is the name of the policy described here that outlines the regulations of the EUC in regard to disclosure and exploitation of Intellectual Property Rights (IPR).

Organisation – “Organisation” for the purpose of this document is the European University Cyprus (EUC).

Intellectual Property Adjudication Committee – is the name of the committee established to resolve disputes over interpretation or claims arising out of or relating to this policy, or dispute as to ownership rights of Intellectual Property under this policy.

Office of the Vice Rector for Research and External Affairs – is the office within the EUC responsible for the development of and enacting this IP Policy and is the interface between the EUC and the Technology Transfer Facility.

Technology Transfer Facility – “TTF” for the purpose of this policy, is the relevant body responsible for Technology Transfer support in Cyprus.

3.3 Intellectual Property Regulations

3.3.1 Responsibility

1. The IP Policy acknowledges that all members of staff and students have responsibilities with regard to IPR arising from and/or used by them in the course of their teaching/employment.
2. The IP Policy also recognises that all members of staff and students require support and assistance to help them to meet their responsibilities and this will be provided by the Office of the Vice Rector for Research and External Affairs and, subsequently, by the Technology Transfer Facility.

3.3.2 Identification of IP (including duty of confidentiality)

1. It is expected that identification will take place when employees, students, or members of staff are involved in creating and developing IP. Much of the IP which will be created by the EUC’s employees may be anticipated prior to its creation depending on the nature of the project in question and outputs and results that are expected to be generated. Examples of such outputs which are likely to have potential IP rights arising include (but are not limited to):
 - Inventions (whether or not patentable);
 - Methodologies;
 - Software;
 - Databases;
 - Educational/training materials and tools;
 - Modelling tools;
 - Solutions to technical problems; and
 - Design/artistic products.

2. A Summary of the main classes of IPR is listed below:

Patent

A registered patent provides a time-defined (up to 20 years) geographically defined monopoly right to exploit a new commercially valuable invention or process. The basis of the permission to exploit is that the invention's working is disclosed, although patenting is not possible if there has been ANY prior disclosure of the invention. Patents are governed by Cyprus Law or EU Law such as the New Patent Law of Cyprus (Law No. 16(I)/1998).

Copyright

This time-limited right (which varies between 25 and 70 years according to the material) arises automatically on the physical creation (not the idea) of software, original literary, dramatic, artistic or musical work, and in recorded (e.g. film) or published (e.g. layout) derivations. Use of the © mark and owner's name and date is the internationally recognised way of alerting the public to the copyright ownership but the protection (the right to preventing unauthorised copying) exists regardless. Copyright is governed by the Copyright Law, 59/76.

Copyright may be assigned to a third party, but until that point or until a licence is agreed it remains the property of the Creator, unless s/he creates the work 'in the course of his/her employment', in which case it is the property of the employer.

Moral rights

All European countries recognise an author's moral rights. In Cyprus, there are two moral rights: the right of paternity and the right of integrity. These rights relate to the reputation or standing of the creator in the eyes of fellow human beings. To infringe a moral right involves denigrating or harming the author's reputation. The right of integrity means the creator has the right to object to derogatory treatment of his/her work. Basically, this means changing it in a way that affects the nature of the work without permission. Moral rights can be waived (i.e. the author chooses not to exercise the rights) or they can be bequeathed. They cannot be assigned.

Performing rights

Creators of copyright works have the right to protect the physical form in which those works are created – words on the page, pigment on a canvas, or the clay or metal of a sculpture. Performers such as teachers, actors, musicians and dancers also enjoy protection of their performance, especially when recorded on film, video, tape, CD, or in other form.

Performing rights may affect the multimedia elements of online courseware, as well as the Creator's copyright in the material itself.

Database Right

This time-limited (15 years) right arises without registration to protect the compilers of non-original information from losing the benefit of their work through unauthorised copying or re-use.

Industrial Designs

There is automatic time-limited (15 years) protection (the right to prevent unauthorised copying) for unregistered designs, provided authorship can be proved, under the Legal Protection of Industrial Designs and Models Law 4(I)/2002. This design right covers "the appearance of the whole or a part of a product resulting from the features of, in particular, the lines, contours, colours, shape, texture and/or materials of the product itself and/or its ornamentation" on condition of novelty of the design.

On registration under Legal Protection of Industrial Designs and Models Law, the designer of the new pattern or shape which has aesthetic appeal (can be 2 or 3 dimensional) acquires a monopoly right of commercialisation for a maximum of 25 years from the filing of the application, divided into 5 periods of 5 years.

An unregistered community design (UCD) gives its owner the right to prevent unauthorised copying of their design throughout the European Union. It is not a monopoly right and lasts for 3 years from the date on which the design was first made available to the public within the Community.

Domain Names

Registering a domain name for Internet use gives a right to use the domain name typically for a period of two years, registered with bodies like ICANN internationally and the University of Cyprus in Cyprus. Owners of trademarks can have established rights to domain names.

Trade Marks

Registering a trade mark under the Cyprus Trade Marks Law, Chapter 268, gives a monopoly right for the use of graphically distinct trading identification signs. Unregistered trade marks have some protection through court actions against "passing off" (piracy), provided that their use has not lapsed for a period of 5 years. Cyprus legislation is fully harmonised with EU Standards applicable in trade mark protection.

3. EUC's members of staff and students undertake to keep confidential and not disclose any confidential information, data, materials, knowhow, trade secrets or any other IP, to any unauthorised third party and shall also undertake to keep such information secure and strictly confidential both during the course of research activity, be it of an Academic or Collaborative/Contract nature, and also on and following completion thereof.

4. Any breach of this confidentiality and non-disclosure obligation constitutes a serious breach and may lead to disciplinary action and does not prejudice the rights of the EUC to file any action for damages or any other rights available at law.

3.3.3 Coverage of the Regulations

1. Whom does this IP Policy apply to?

- Employees:

By persons employed by the EUC in the course of their employment.

- Students:

By student members in the course of or incidentally to their studies at EUC.

- Non-employees contracted to the EUC:

By persons engaged by EUC under contracts for services during the course of or incidentally to that engagement.

2. Sabbatical, Seconded, Visiting Academics and others:

By other persons engaged in study or research in the University who, as a condition of their being granted access to the EUC's premises or facilities, have agreed in writing that this Part shall apply to them.

3. Participation of the EUC members of staff/employees and or students in Collaborative and/or Contracted Research.

The preparation and negotiation of any IP agreements or contracts involving the allocation of rights in and to IP will be undertaken by a competent person authorised for this purpose by the EUC.

Issues that will be addressed in such agreements include, but will not always be limited to:

- ownership of Foreground IP;
- licences to Foreground IP for uses outside the project;
- ownership of Background IP;
- licences to use Background IP in the project or activity in question and in relation to the use of the Foreground IP arising from such project or activity;
- allocation of rights to use or commercialise IP arising from any such project or activity and the sharing of revenues; and
- publications arising from the relevant project or activity and the rights arising from such projects or activities.

The terms of such agreements may be subject to negotiation.

3.3.4 Exceptions to the Regulations

1. Unless specifically commissioned, typically the EUC will NOT claim ownership of copyright in certain types of Disclosable Work described in this policy as “Creator Copyright Works”:
 - artistic works;
 - text and artwork for publication in books;
 - articles written for publication in journals;
 - papers to be presented at conferences;
 - theses and dissertations;
 - oral presentations at conferences;
 - posters for presentation at conferences; and
 - musical scores.
2. Where IP has been generated under the exception clause of this regulation, the EUC may assign the copyright to the Creator.
3. Students – undergraduate and/or postgraduate.

3.3.5 Disclosure of IP

1. All persons bound by these Regulations are required to make reasonably prompt written disclosure to the EUC’s Office of the Vice Rector for Research and External Affairs at the outset of the work or as soon as they become aware of it (by completion of the Invention Disclosure Form, the information required for which is provided in Appendix B):
 - any IP of potential commercial value arising from their work;
 - the ownership by a third party of any IP referred to or used for their work;
 - any use to be made of existing EUC IP during their work;
 - any IP which they themselves own which is proposed to be used by the EUC.
2. Creators shall keep all Disclosable Work confidential and avoid disclosing this prematurely and without consent;
3. Only disclose any Disclosable Work and the IP relating to it in accordance with the EUC’s policy and instructions;
4. Seek EUC’s consent to any publication of information relating to any Disclosable Work;
5. Creators must NOT:
 - i. apply for patents or other protection in relation to the Disclosable Work; and
 - ii. use any Disclosable Work for their own personal and/or business purposes and/or on their own account.

3.3.6 Ownership of IP

1. Ownership of IP created by an individual who is an employee is generally determined by considering:
 - Who created the IP?
 - Was the IP created in the course of the Creator's employment?
 - Are there any contractual conditions that affect ownership?
2. Assignment of ownership rights

Generally, the Creator of IP is its legal owner. From the EUC's point of view, the most important exception to this is the general rule that IP is owned by a person's employer where the IP is created as part of, or through the auspices of, the person's employment.
3. The EUC claims ownership of all the Intellectual Property specified in section 2.2, which is devised, made or created by those specified in section 3 and under the exceptions to the regulations in Section 4. It also includes but is not limited to the following:
 - i. Any work generated by computer hardware/software owned/operated by the EUC.
 - ii. Any work generated that is patentable or non-patentable.
 - iii. Any work generated with the aid of the EUC's resources and facilities including but not limited to films, videos, field and laboratory notebooks, multimedia works, photographs, typographic arrangements.
 - iv. Any work that is registered and any unregistered designs, plant varieties and topographies.
 - v. Any University commissioned work generated. Commissioned work is defined as work which the EUC has specifically employed or requested the person concerned to produce, whether in return of special payment or not and whether solely for the University or as part of a consortium.
 - vi. Know-how and information related to the above
 - vii. Any work generated as a result of the teaching process including but not limited to teaching materials, methodologies and course outlines.
 - viii. Material produced for the purposes of the design, content and delivery of an EUC course or other teaching on behalf of the school, whether used at the school's premises or used in relation to a distance learning and/or e-learning project. This type of material includes slides, examination papers, questions, case studies, and assignments ("course materials").
 - ix. Material for projects specifically commissioned by the EUC
 - x. All administrative materials and official EUC documents, e.g. software, finance records, administration reports, results and data.

3.3.7 Modus Operandi for Commercial Exploitation of the IPR

1. The EUC is entitled to commercially exploit any result obtained under its aegis (unless this entitlement is relinquished). The Office of the Vice Rector for Research and External Affairs has the responsibility for administration of Disclosures and will work with the TTF of Cyprus, which has responsibility for commercialisation of Disclosures. As

guidance to the commercialisation process, the EUC/TTF will follow a standard process, graphically presented in Appendix A.

2. The Creator/s shall notify the Office of the Vice Rector for Research and External Affairs of all IP which might be commercially exploitable and of any associated materials, including research results, as early as possible in the research project. This notification shall be effected by means of an Invention Disclosure Form (contents as noted in Appendix B). In case of doubt as to whether research is commercially exploitable or otherwise, the Creator/s undertake/s to seek the advice of Cyprus Central TTF.
3. The Office of the Vice Rector for Research and External Affairs shall immediately acknowledge receipt of the Disclosure Form. In consultation with the TTF and the Creator/s, shall decide whether the EUC and the TTF has an interest to protect and exploit the relevant IPR.
4. The TTF shall communicate the decision in writing to the Office of the Vice Rector and the Creator/s by not later than three months from the date of receipt of the Invention Disclosure Form. If the EUC and TTF decide to protect and exploit the IPR, it is understood that:
 - the Creator/s shall collaborate with the EUC and the TTF, to develop an action plan for the protection and commercial exploitation of the IP;
 - the TTF in collaboration with the Creator/s shall ensure that third party rights are not infringed in any way through the process; and
 - the EUC/TTF shall seek to protect the right of the Creator/s to use the said IP for strictly non-commercial purposes.
5. Should the EUC and TTF decide that there is no interest in protecting and exploiting the relevant IPR, or should it fail to inform the Creator/s about its decision within the stipulated time, the EUC may assign all its rights, title and interest in such IP to the Creator/s concerned, whilst the EUC retains the right to use the said IP in whichever manifestation for strictly non-commercial purposes.
6. The Creator/s SHALL NOT enter into any sponsorships or commercial agreements with third parties related to their research at EUC without prior written authorisation by the Office of the Vice Rector for Research and External Affairs. This said, it is understood that consent shall generally be granted to Creator/s for such requests as long as the IPRs of the EUC are safeguarded; otherwise the claims on IPR expected by the third party must be agreed upon explicitly upfront.

3.3.8 IPR protection

1. Some forms of IP require active steps to be taken to obtain protection (e.g.: patents, registered trademarks and registered designs). Other forms of IP rights are protected on creation (e.g. Copyright, EU Database Rights) but still require appropriate management in order to maximise the protection available. Best practices in patent protection require that

all materials made publicly available by any employees, members of staff and/or students should include a copyright notice.

2. Any decisions relating to the registration of any IP rights such as making an application for a patent or a registered trade mark or a registered design (including any decisions to continue or discontinue any such application) should be made in consultation with the Office of the Vice Rector for Research and External Affairs and the TTF. The IP registration process can be very expensive and IP protection costs should not be incurred without appropriate consideration of how such costs will be recovered.

3.3.9 Revenue Sharing Mechanism

The EUC's employees and students can benefit from the Revenue Sharing Scheme if their work generates income for the EUC. The scheme is presented in Appendix C. Note that such revenue to be shared is typically calculated after deduction of all costs incurred by the EUC and TTF in developing, protecting, exploiting, and marketing the Disclosable Work and the Intellectual Property it contains.

3.3.10 Leaving the EUC

Cessation of employment, under normal circumstances, will not affect an individual's right to receive a share of revenue. Exceptions to this rule include: cessation of employment due to disciplinary actions.

3.3.11 Applications to use the EUC's IP

1. The EUC may be willing to consider requests from its staff and/or students for a licence to use specific IP, owned by EUC for their use although the terms and decision to grant any such licences is a decision wholly made by the EUC.
2. Applications for such licence should be made in writing to the Office of the Vice Rector for Research and External Affairs.

3.3.12 Breach of the Regulations

1. Breach of the regulations listed in this Policy may be a disciplinary matter for the EUC's staff and students under the normal procedures.
2. The EUC shall consider all avenues available to it, including legal action if necessary, in respect to persons bound by these regulations who acted in breach of them.

3.3.13 Discretion to assign/licence back

1. If the EUC does not wish to pursue the commercialisation of any Intellectual Property or does not wish to maintain an interest in the IPR, it has the right to assign such IPR rights to the Creator/s of the IPR by entering into an agreement to enable the IP to be used by the Creators. This will generally only be granted where there is clear evidence

that the IP provides no other benefit to the EUC and is not related to other IP, which the EUC has an interest in.

However, the EUC shall not assign its IP if they consider that the commercialisation of the IP could potentially bring harm to the name of the EUC. Decisions regarding potential harm will be taken by the Research Ethics Committee of EUC.

2. Requests for any transfer of rights from the EUC to another party with rights should be made in the first instance to the Vice Rector for Research and External Affairs.

3.3.14 Amendments to the Regulations

These Regulations may be amended by the Senate of the EUC on the recommendation of the Vice Rector for Research and External Affairs.

3.3.15 Death

In the event of a researcher's death, the entitlement shall continue for the benefit of his or her estate.

3.3.16 Disputes

1. Any question of interpretation or claim arising out of or relating to this policy, or dispute as to ownership rights of intellectual property under this policy, will be settled by submitting to the EUC's Intellectual Property Adjudication Committee a letter setting forth the grievance or issue to be resolved. The committee will review the matter and then advise the parties of its decision within 60 days of submission of the letter.
2. The Intellectual Property Adjudication Committee will consist of a chair who is a member of the tenured faculty, at the rank of either a Professor or an Associate Professor, one member of the faculty from each School, at the rank of either Assistant Professor or Associate Professor or Professor, an individual from the EUC with knowledge of Intellectual Property and experience in commercialisation of Intellectual Property, and two other members representing, respectively, the EUC administration, and the student body. The chair will be appointed by the Vice Rector for Research and External Affairs, with the advice and consent of the Senate Research Committee, and the remaining members of the committee will be appointed: the faculty members, each by their School's Council, the administration representative by the University Council or its designee, and the student representative by the Student Union. The committee will use the guidelines set forth in this policy to decide upon a fair resolution of any dispute.
3. Any disputes regarding the revenue distribution from the exploitation of Disclosable Works will be dealt with in accordance with the EUC's normal member of staff or student dispute procedures as outlined in the contractual terms of conditions.
4. The Parties shall attempt to settle any claim, dispute or controversy arising in connection with this Policy, including without limitation any controversy regarding the interpretation of

this Policy, through consultation and negotiation in good faith and spirit of mutual cooperation. Where such claims or disputes cannot be settled amicably, they may be taken to court.

5. This Agreement shall be governed by, and construed in accordance with the laws of Cyprus.

4. Offices, Committees and Centres for Research

4.1 Vice Rector for Research and External Affairs

The Vice Rector for Research and External Affairs (from now on referred to as the Vice Rector) is the person responsible for representing the University on research matters and enhancing activities related to research within the University. Moreover the Vice Rector facilitates and supports, when asked by faculty or research members, all research activities, including the implementation of research projects, the organization of scientific conferences and the establishment of research units/labs. In addition, the Vice Rector is responsible for the smooth implementation of the University's Research Policy.

4.2 Senate Research Committee

The administration of the research activity is facilitated by the Senate Research Committee of the University. The Committee composition is prescribed in the University Charter and the Committee is accountable to the Senate of the University.

4.3 Research Foundations and Centres

Research is carried out in university departments, research foundations, and centres. The Senate suggests to the University Council the formation of new foundations and research centres or the discontinuation of existing ones, if necessary.

The University Council approves the establishment of these foundations and research centres. Separate regulations are issued for the establishment of University research centres. Detailed description of the mission, area of specialization, and operation of each foundation or research centre is given in a separate document.

4.4 Research Office

Detailed description of the mission, area of specialization, and operation of the Research Office is given in a separate document.

5. Rules Governing External Research Programmes

5.1 Suggested procedure for submitting and implementing a funded research project

The following rules apply for externally funded research projects:

5.1.1 Submission of research proposals:

Faculty and research personnel that are interested in submitting a proposal or participate in a proposal for ANY kind of externally funded research project (commercial, consultancy, RPF, European etc) should consult and get the approval of the EUC Research Office. The formal procedures developed by the Research Office pertaining to the development of a research proposal and to participation in a research project should be followed in all cases. Given that in all research and consulting application forms a budget also needs to be prepared, the budget will be developed in collaboration with the EUC Research Office, sharing their expertise with the faculty and research personnel and advising them accordingly about the cost models and cost categories used in each case. This procedure should make sure that the proposal satisfies all the necessary criteria of the particular research call.

The final approval for financial and administrative issues of proposals or projects will be signed by the legal representative of EUC.

5.1.2 Project implementation

The formal procedures developed by the Research Office pertaining to the administration of a research project should be followed in all cases.

In the case where a project is awarded, a copy of the contract and all the original receipts, invoices, contracts and other accounting documents regarding expenses of the project will be maintained by the EUC Research Office without any additional remuneration or personnel costs added to the budget of a project. The researcher/s involved in an externally funded project are responsible for submitting all receipts, invoices, contracts and other accounting documents relevant to their project to this department. No payment will be processed before the submission of the aforementioned documents to the Research Office.

Timesheets should be kept for all projects. These will be used as the basis for calculating the money to be paid to researchers for all types of projects. The EUC Research Office will assist researchers to calculate the hourly and daily rate for each staff member.

The researcher must also inform the Chief Financial Officer of the University, through the EUC Research Office, in order to create a separate ledger (account) in the University's Accounts Department. After completion of the project, the Accounts Department will keep the file on record for 5 years or more if needed by the contractual agreement.

The EUC Research Office should keep a file with all the details concerning the project. The file must be made available to the Senate Research Committee upon request.

5.1.3 Financial issues concerning externally funded research projects

All incoming funds for the execution of a project are deposited in a separate account (ledger) of the University and all necessary expenses with their receipts relating to the

project are paid/signed by the Vice Rector for Research and External Affairs, the CFO and the CEO of the University.

The time spent by faculty and research personnel on national, European or international research projects is, with rare exceptions, an eligible cost for inclusion in a project budget at a level which reflects the time to be spent by faculty and research personnel on the project and the employer's cost. These are real project costs and their inclusion in project budgets is strongly required.

Salary payments to faculty and research personnel will be paid out regularly by the Accounts department upon the project coordinator's request to the Research Office and provided that the allocated amount for the previous period has been received from the funding agency and all reporting requirements for the previous period to the funding agency have been met.

In cases of delay in receiving the predetermined instalment, the University will grant to the researcher the required funds (not his/her compensation/remuneration but costs such as equipment, consumables, traveling) to initiate the research, provided that a copy of the contract and all necessary documentation had been submitted to the Research Office.

Employment of additional temporary staff, budgeted for completion of the research project, will be the responsibility of the project coordinator. The remuneration for temporary staff will depend on the corresponding budget of the project and the possible allocation of funds for this purpose.

Subcontracting activities within the framework of a research project will be the responsibility of the project coordinator. These activities should be in alignment with the corresponding budget of the project, the grant rules, and the EUC subcontracting policy.

In the case where a faculty or research personnel fails to complete a research project due to failure to meet his/her contractual obligations, or if it is clear that there was an intention of misconduct and there are financial damages laid upon the University relating to this event, the faculty or research personnel is liable to pay these damages. This will not be applied in cases such as health problem, etc, where there is clearly not an intention of misconduct.

5.1.4 University research fund

All funds allocated for research from externally-funded research projects, the University as well as funds offered for research purposes from third parties will be deposited in the University Research Fund. Recommendations for the allocation of funds are made by the Senate Research Committee and are subject to the final approval of the Management of the University. These funds can be used to finance such activities as:

- (a) Participation of academic researchers in conferences, seminars, and meetings to co-ordinate activities, which are needed for submission of external programmes.

- (b) The administration costs associated with providing support services to academic researchers.
- (c) Organisation of training seminars for the faculty and research personnel of the University; these seminars shall be organized if and only will help/assist and/or facilitate researchers to enhance and further develop their knowledge in subjects related to their research fields and help them design and implement research projects.
- (d) Purchase of software, hardware and equipment that are needed by faculty and research personnel for research projects.
- (e) The funding for the University's Internal Research Awards such as PhD scholarships
- (f) Development of Infrastructure related to the research activity of the University.
- (g) Funding of the activities of the Research Office of the University.

6 Rules Governing Internal Research Awards

The University's "Internal Research Awards" (IRA) are launched on an annual basis by the Senate Research Committee, are announced by the Vice Rector for Research & External Affairs and financed by the University Research Fund and external sponsors as described in Section 5.1.4 above.

6.1 Purpose

IRAs are awarded to EUC faculty in order to pursue research and other creative work. IRAs provide support for exploratory research projects which might result in proposals submitted for external funding or in creative work that is likely to enhance the recognition of the faculty and research personnel and the University at large. IRAs may be used for funding travel, equipment, supplies, PhD student assistants' scholarships, student assistants, research assistants and other expenses. Funding for this programme comes from the University Research Fund.

6.2 Eligibility for the awards

All full-time faculty members of the University who have the rank of Assistant Professor or higher are eligible to apply for the awards. Specific eligibility criteria may apply for each type of award.

6.3 Application Procedure

The Vice Rector for Research and External Affairs initiates the selection process by issuing a call for proposals. The deadline for the submission of proposals will be announced. Application materials will be available from the office of the Vice Rector for Research and External Affairs and the proposals will be submitted electronically to the office of the Vice Rector.

7 Teaching Hours Reduction for Research Purposes

The University rewards members of staff who excel in research by awarding them Teaching Hours Reduction (THR). A THR may be awarded if the member of staff fulfils the conditions in one or more of the three schemes outlined below.

A member of staff may be awarded a THR under more than one of the schemes described below if he/she is eligible. The minimum teaching per semester can be reduced down to 3 hours per week based on the accumulated research load reduction hours.

All allocations of THR under the three schemes outlined below will be made after a recommendation of an ad-hoc committee chaired by the Vice Rector for Research and External Affairs. The committee will meet at an appropriate time in each semester in order to make the THR allocations in time for the preparation of the schedule of classes for the next semester.

7.1 Award of a THR for participation in research projects

Members of staff are eligible to apply for a Teaching Hours Reduction (THR) when conducting funded research for the full duration and until the completion of relevant funded projects. Should their application meets with success, funded project coordinators are entitled to a three-hour teaching reduction per semester for the whole duration of the project, whereas research partners are eligible for a THR equivalent to at least one third of the duration of the project.

Based on the policy of the University with regard to THR requests, Faculty, research and Other Teaching Personnel (OTP) members are expected to submit a written request to the Chairperson of his/her Department before the beginning of the academic year/semester. The Chairperson will process the THR request by way of making a relevant recommendation to the Dean of School. The Dean will then forward his/her recommendation to the Vice Rector for final approval. After the deadline expires, applications for teaching hours reduction will not be accepted.

The deadlines for submitting a request for teaching load reduction per semester are the following:

For the Fall Semester: 1st of May

For the Spring Semester: 31st of October

If a research proposal was awarded a grant after the special case of approval of a research/grant proposal (i.e. RPF, EU etc) while an academic year is in progress, a THR request should be submitted and be approved prior to the beginning of the next semester, during which the teaching load reduction will be applied. If the faculty and research personnel is awarded with a research project just before the semester starts, the teaching load reduction application will be considered for the next semester. Only in special cases an exception may be made for a teaching hours reduction, where alternative arrangements could be made.

7.2 Award of a THR for writing a book

A three-hour teaching reduction per semester will be awarded for the purpose of writing a book upon submission of a publishing contract. A total of two THR allocations (maximum 6 credits) will be made under the scheme for each book contract. The same deadlines and application procedure apply as in the scheme described in section 7.1.

7.3 Award of a THR by accumulation of points

A third scheme for the award of a THR takes into account the research activity of members of staff and the points they have accumulated according to the tables given in Appendix D. A THR of 3 hours per week is awarded to faculty members once they accumulate 70 (seventy) points and the same number of points are automatically deducted from his/her accumulated total. Points accumulated over time but not utilized by a member of staff will simply remain at his/her disposal.

Note that members of staff may consider the year 2016 as the starting point for calculating points accumulated through research. The calculation of points will be valid after it has been approved by the Dean of the School and the Vice Rector for Research and External Affairs.

8 Equipment Acquired through Internal and External Funding

8.1 Equipment acquired through University funds

All equipment that has been acquired through funds that come directly through the university's funds (internal research grants, university research funds) will belong solely to the University and will be used by the faculty and research personnel's affiliated department or lab, according to the affiliation used by said faculty and research personnel in the funded research proposal and/or project. The faculty and research member is entitled to use the equipment throughout the duration of the funded project and this remains within the research unit/laboratory once the project is completed, or within the faculty member's department, under his/her direct supervision if s/he does not belong to a unit / lab. Any required maintenance of the equipment should be undertaken by the University.

8.2 Equipment purchased through external funding

Equipment (software and hardware) is often provided in full or partly in the budget of proposals for external funding to enable the faculty and research member to carry out research effectively. This kind of equipment (computers, projectors, software programmes, fax and printing machines, etc.) is the property of the University but remains in the faculty or research personnel's research unit/laboratory or when this is not applicable in his/her department, under his/her supervision. The faculty member is entitled to use the equipment throughout the duration of the externally funded project. When faculty or research personnel who have had externally funded research projects leave the University, the status of any equipment purchased remains a property of the unit/lab or department that the faculty or research personnel belonged.

Any required maintenance of the equipment should again be undertaken by the University.

In the unlikely event that a faculty or research personnel obtains equipment via external funding that is not processed through the University's budget, the status of the equipment should be negotiated with the Vice Rector to determine ownership and responsibility for repair and replacement. Faculty or research personnel are encouraged to seek outside funding to upgrade, or replace their research equipment.

The Research Office is committed to working with faculty or research personnel to develop proposals for research and teaching equipment. Equipment grants usually require an institutional match, and faculty or research members are advised to consult with the Research Office and the Director of MIS early in the process about this matter. The MIS should be able to help faculty or research personnel to identify the best hardware and software products and estimate costs for proposal budgets.

8.3 Provision of computing equipment by MIS

The MIS department supplies desktop office computers, computer teaching labs, copy and printing machines and other types of equipment needed for research (software and hardware). The Director of the MIS department is responsible for keeping the University's inventory records and adjust these in the case of equipment purchases or wearing out of equipment (being fully depreciated).

9 Research Appointment / Affiliations

9.1 Honorary research associates

The University may confer the title of Honorary Research Associate to retired research academia members who wish to continue with their research activities or to other members of the community who are actively engaged in research and wish to be associated with the University, for the mutual benefit of the individual researcher and the University. Honorary Research Associates are appointed for a renewable three-year term by decision of the Senate, ratified by the University Council, after a proposal/recommendation by the pertinent School Council.

Honorary research associates may be called to undertake some or all of the following activities, or any others that remain to be defined:

1. Undertake or continue research projects at the University.
2. Assist with or collaborate on grant or funding applications or internal research awards
3. Assist with or initiate the writing up of research proposals
4. Act as mentors to faculty and research personnel and students by providing informal advice and assistance in their field of expertise.
5. Mentor faculty and research personnel on research matters
6. Consult with faculty and research personnel on curricular and academic matters on request.
7. Attend Departmental/School and/or other meetings by invitation.

8. Present occasional guest lectures, seminars, demonstrations or workshops by mutual agreement.

9.2 Research associates (scientific collaborators)

The University may appoint scientists with significant research experience as scientific collaborators to collaborate with the University as Research Associates on a contractual basis. This collaboration aims in the enrichment and enhancement of the research activities and capabilities of the University. Research associates are selected and appointed through the same procedures as Scientific Collaborators as described in the University Charter, Annex 7.

9.3 Benefits to the EUC

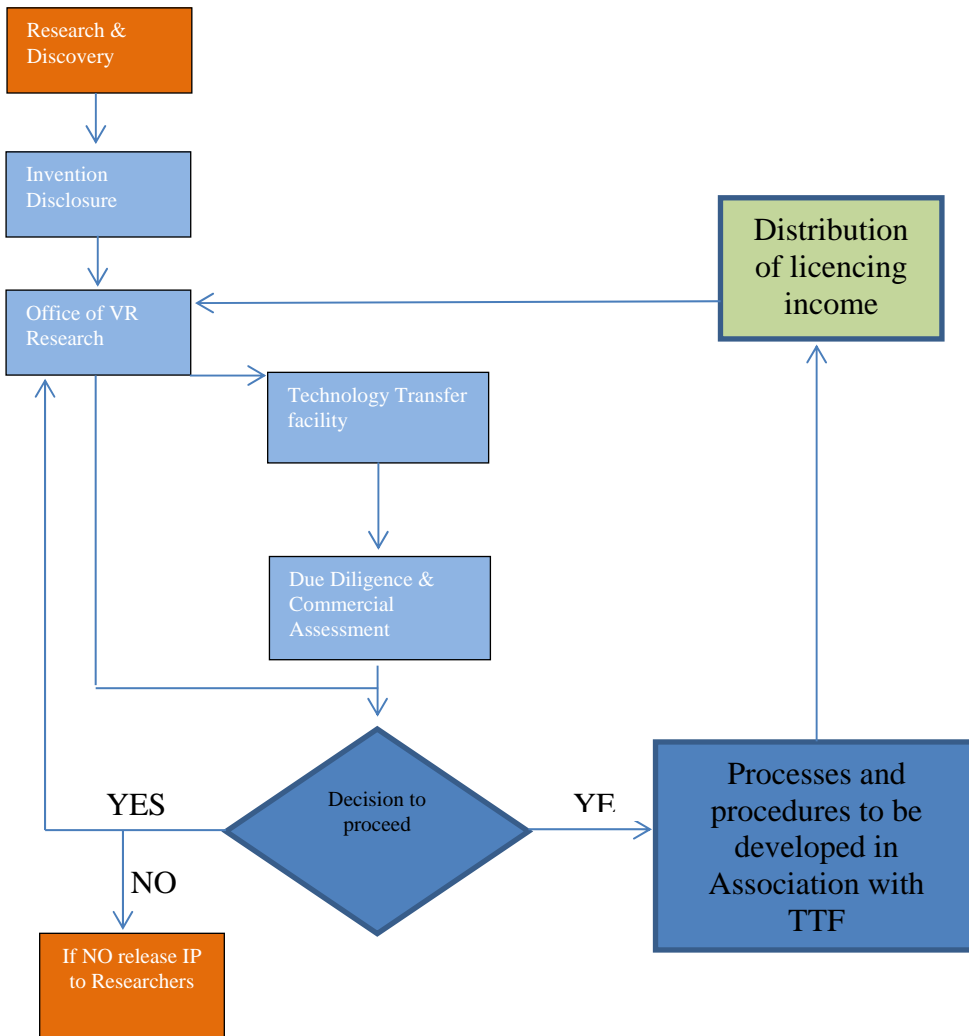
1. Honorary Research Associates and Research Associates may undertake or continue with research or other projects that involve or employ students, faculty and research personnel, and bring in additional outside funding.
2. The expertise, research skills and knowledge of retired faculty and of high calibre researchers from the community become a valuable resource for faculty, research personnel and students.
3. The continued association of well-respected, retired faculty or researchers and of active researchers from the community will enhance the public image and reputation of the associated sponsoring Department/School and the University, as a whole.

9.4 Benefits to the research affiliates

- 1.a Honorary Research Associates or Research Associates can undertake or continue research related activities and maintain or built up links with colleagues at EUC and other affiliated institutions or organizations.
- 1.b For the Research Chair this will be a prestigious, high profile appointment
2. Possible privileges provided to Research Affiliates by the University include, but are not restricted to:
 - Library privileges on same terms as faculty.
 - Email account.
 - Use of general office supplies and photocopying allowance
 - Use of EUC letterhead.
 - Use of EUC business card.
 - Name and association included in EUC institutional documents.
 - Internal mail services (pick-up, delivery, postage).
 - Use of specialized facilities, laboratories and equipment
 - Office Space with a PC and local telephone line

Appendix A:

A Technology Transfer Process Map – to be completed when the TTF has been established.



Appendix B:

Invention Disclosure Guidelines

Invention Disclosure Form - Example

An Invention Disclosure Form (IDF) is designed to determine the basic facts relating to an invention, design, or copyright material. It is a way of capturing an invention and establishing who the inventors are, what the invention is, who is funding it, what the anticipated product/market is and initiate Intellectual Property (IP) due diligence. Information on the following aspects of an invention should be included in an Invention Disclosure Form.

1. Descriptive Title of the Invention.
2. Who was involved? Please specify for each individual who contributed, invented or authored (if software):
 - a. Their names and if any are foreign nationals;
 - b. Who their employer is; are any contracts or arrangements in place?
 - c. What they contributed to the development of the technology (e.g. came up with the original idea; designed experiments; carried out experimental work; wrote code)
3. Detail of your invention:
 - a. What do you think your invention is?
 - b. What will your invention be used for?
 - c. What are the advantages of your invention and how does it improve on the present situation?
 - d. What is new about your invention?
 - e. How and why does it work? What is the science behind the invention
 - f. Are there any other uses of the invention?
4. Interest from external organisations and their details.
5. Information on published literature (including patents) relevant to your invention?
6. When and where the invention was first conceived?
7. What are your future plans for developing the technology?
8. Who have you told about the invention, when and where?
9. When did you first describe the invention in writing or electronically?
10. Publications, abstracts, conferences to date.
11. Publication and conference plans.
12. Funding information (comprehensive), e.g including third party support, Material Sales or Transfers, patient consents.

For inventions that include software, please provide the following additional information.
13. Application name and version number.
14. For source code developed by the researchers identified in question 2 above, include: source files used, programming languages, development tools, copyright protection in source code.

15. For new versions, include: source files changed, added or removed since the previous version, documentation required for others to use, if the source files have been distributed outside the university, and in what form, and are the source files available as a web-download – inc. URL and terms under which the download is available.
16. For other source files or libraries that are required to build the software application (external software), list the following: all external software required to use the application; who owns that software, how was the software obtained, licence terms or FOSS – name of the licence.

Appendix C:

Suggested Revenue Sharing Scheme

The EUC will share royalty income with employees and/or students involved in producing Disclosable Work whose exploitation generates revenue for the EUC. Payments are made at the Organisation's sole discretion, but the EUC will normally share royalty income in accordance with the table below. This may be either as a lump sum or as royalty income over a period of time.

Table C1

Net Revenue	Allocated to the Creator/s	Allocated to the EUC Central Budget	Allocated to the Creator's School of Study or Department Budget	Allocated to Support the TTF
100%	50%	20%	20%	10%

Appendix D

D1. Points accumulation from Research

Table D1 details the evaluation categories which will be used for the calculation of research points allocated to EUC researchers. The table has been constructed taking into account the following:

1. The points awarded are based on the evaluation of research accomplishments, not on the estimation / calculation of hours spent during the implementation of a research activity.
2. A research accomplishment is any research-related activity which strengthens the research portfolio and enhances the research esteem of a researcher in particular, and the EUC in general
3. It is apparent that specific research accomplishments cannot be evaluated in a similar manner across the range of research disciplines. Therefore, the following table is implicitly “averaging” the weight of these accomplishments, so that the scheme can be operational and fair.
4. The term “national”, when used in association with a conference, refers to one which is local in nature (i.e. only researchers from Cypriot Universities and other Cypriot research establishments participated in it).
5. The term “international”, when used in association with a conference, refers to one which is international in nature (i.e. researchers from Universities and other research establishments from at least two countries participated in it).
6. The term “national”, when used in association with a publication refers to one published by a Cypriot university or other Cypriot academic publishing house.
7. The term “international”, when used in association with a publication refers to one published by an international university or other international academic publishing house.

Where a publication of any type (conference, journal, book chapter, monograph, textbook, book, or other) concerns two or more authors, the following points’ calculation rules will apply: For cases up to (and including) two (2) authors, full points are awarded to the author in consideration. For each additional co-author (three (3) authors or more), a deduction of 2 points will be implemented on the full points’ allocation for the category considered. The minimum points that an author will be awarded cannot be smaller than 50% of the full points’ allocation for the category considered.

Table D1

Points	Conferences	Journals	Books	Research Projects	Other
5	<ol style="list-style-type: none"> 1. Presentation of poster / article in national conference (refereed) 2. Presentation as invited keynote speaker (refereed national conference) 			<ol style="list-style-type: none"> 1. Unsuccessful submission of funded research proposal in national / international organization (research partner) 	Member of scientific / conference organizing committee (national / international)
10	<ol style="list-style-type: none"> 1. Presentation of refereed poster / article in international conference (refereed) 2. Presentation as invited keynote speaker (refereed international conference) 3. Editor of national conference proceedings (refereed) 	<ol style="list-style-type: none"> 1. Publication of refereed journal article (journal not in ISI / Scopus / ACM / IEEE/etc.) 2. Editor of refereed journal special issue (journal not in ISI / Scopus / ACM / IEEE/etc.) 	Publication of refereed book chapter (national)	<ol style="list-style-type: none"> 1. Unsuccessful submission of funded research proposal in national organisation (project coordinator) 	General Chair or Program Chair of refereed national conference
15	<ol style="list-style-type: none"> 1. Editor of international conference proceedings (refereed) 		Publication of refereed book chapter (international)	<ol style="list-style-type: none"> 1. Unsuccessful submission of funded research proposal in international organization (project coordinator) 2. Participation in funded national / international research project (research partner) (one-off allocation of points) 	General Chair or Program Chair of refereed international conference

Table D1 (continues)

Points	Conferences	Journals	Book Chapters / Editors	Research Projects	Other
20		1. Editor of refereed journal special issue (journal in ISI / Scopus / ACM / IEEE/etc.)	Editor of refereed book / book series	Participation in funded national research project (project coordinator) (one-off allocation of points)	
25		1. Publication of refereed journal article (journal in ISI / Scopus / ACM / IEEE/etc.)			
30				Participation in funded international research project (project coordinator) (one-off allocation of points)	

D2. Points accumulation from Research / Department of Arts

Due to the nature of the research conducted in the Department of Arts, Table D2 has been produced to address the research output of the Department. For all other research outputs such as journal papers, conferences, books, etc. the European University Cyprus' "Points' accumulation" table given in section D1 must be followed.

Table D2

1 point
Published work in national non-academic publications such as magazines, newspapers and online publications
International Performance of creative work of composer, arranger or artist
2 points
Media coverage for creative work
Self-published work in digital or print form
Published national exhibition catalogue
Published work in international non-academic publications such as magazines, newspapers and online publications
Featured artist in review in national newspaper and magazines or Interview
National Performance of creative work of composer, arranger or artist
Broadcast of creative work of at least 3 minutes at National TV or Radio
Performing (singer / instrumentalist) full concert of existing repertoire in ensemble context or half concert in a solo capacity or as conductor
3 points
Published international exhibition catalogue
National premiere of a new work / composition (as a performer or composer)
Participation in national art, music and design festivals or group shows
Curation of student art and/or design exhibition
Unsuccessful proposal for funded creative project at international level
Guest Lectures at Music and Art Departments or Conservatoires, or pre-concert talks
Broadcast of creative work of at least 3 minutes at International TV or Radio
5 points
National Solo show (existing)
International premiere of creative work as a performer, composer, arranger or artist
Participation in international art, music and design festivals or group show
Soloist with large national instrumental ensemble (i.e. orchestra) of existing repertoire
Participation in an invited art, music and design project with production of creative work
National Artist-Residency (with production of creative work)
Portrait Composition concert
Creation of new technique related to digital technologies and visual software
Arrangement or orchestration of a chamber work up to 10 minutes
7 points
Performing full concert of new repertoire in ensemble context or full concert of existing repertoire in a solo capacity or as conductor
Soloist with large national instrumental ensemble (i.e. orchestra) of new repertoire

Soloist with large international instrumental ensemble (i.e. orchestra) of existing repertoire
International Solo show (existing)
International artist-residency (with production of creative work)
Partner in a successful proposal for funded creative project at national level
Curation of professional national exhibition
Adjudicating an international competition
Selected for an international workshop, call for performers or call for works
Arrangement or orchestration of a chamber work 11 minutes onwards
Arrangement or orchestration of an orchestral or large ensemble work up to 10 minutes
8 points
Performing or conducting a full solo concert (minimum 60 minutes) of new repertoire
National Solo show (new)
Partner in a successful proposal for funded creative project at international level
Soloist with large international instrumental ensemble (i.e. orchestra) of new repertoire
Professional recording of one work (as a performer, conductor or composer)
Commissioned work by an international organization
Coordination of national art and/or design festivals, workshops and conferences
Artistic director of a national festival or concert series
Publication of creative work by a university or other academic publisher
Arrangement or orchestration of an orchestral or large ensemble work 11 minutes onwards
10 points
Coordination of international art, music and design festivals and conferences
Selected as finalist at an international competition
Composition of new chamber work up to 10 minutes
Artistic director of an international festival or concert series
Curation of professional international exhibition
Creation of new software
12 points
Featured performer, composer or artist at an international festival or concert series
Composition of new chamber work from 11 minutes onwards
Composition of new large ensemble work up to 10 minutes
International Solo show (new)
15 points
Professional recording of a complete CD (as a performer, conductor or composer)
Winning of an international competition
Winning of an international scholarship or fellowship
Composition of large ensemble work 11 minutes onwards

INTERNAL REGULATIONS ON TEACHING HOURS REDUCTION (THR)

Section 1:

Policy

- 1.1** The request for a teaching load reduction for funded research and when writing a book must be initiated at the departmental level.
- 1.2** The Teaching Hours Reduction (THR) Form template is available from the INTRANET.
- 1.3** Full-time, permanent faculty and special teaching personnel are eligible to apply.
- 1.4** A request for teaching load reduction associated with the publication of a book will be based on a contract between a publisher and the author. This teaching load reduction will not exceed six (6) credit hours despite the duration of the contract as agreed between the publisher and the author.
- 1.5** The THR Form must be received by the Department Chairperson no later than **May 1st** for the Fall Semester, and no later than **October 31st** for the Spring Semester, though early applications will better accommodate departmental scheduling.
- 1.6** Applications received after the above set deadlines will be considered only on an exceptional basis and at the discretion of the Department Chairperson.
- 1.7** The final, complete documentation packet (signed and completed hard copy of THR Form and pertinent supporting documents) will be filed in the Department Chairperson's office.
- 1.8** Each faculty member receiving a teaching load reduction is expected to provide a brief report on the project to the Department Chairperson (copied to the School Dean and to the Vice Rector for Research) within one month of the completion of the teaching load reduction period.
- 1.9** During the academic year in which a teaching load reduction has been approved, it is expected that the faculty member will not engage in teaching activities in other academic

institutions, unless explicit approval is obtained through the Department Chairperson, School Dean and Vice Rector for Research.

Section 2:

Procedure

- 2.1** The applicant should complete a Teaching Hours Reduction (THR) Form (see Attachment A1) electronically and submit it by electronic mail (INTRANET) to the Department Chairperson. Signatures and attached documentation will be added subsequently to hard copy (see 2.5 below or digital signatures may be used).
- 2.2** The THR Form must be received by the Department Chairperson no later than **May 1st** for the Fall Semester, and no later than **October 31st** for the Spring Semester.
- 2.3** If a teaching load reduction is considered, the Department Chairperson will submit the completed THR Form via electronic mail (INTRANET), along with all pertinent supporting documents to the School Dean for review.
- 2.4** The Dean will review the THR Form and if supported, will forward the complete request to the Vice Rector for Research for review.
- 2.5** The Office of the Vice Rector for Research will produce a hard copy of the THR Form and supporting documentation which the applicant, the Department Chairperson, the School Dean and the Vice Rector for Research will sign. This full set will be filed by the Department Chairperson.
- 2.6** Examination and decision on the applications will be made by an Ad-Hoc Teaching Hours Reduction Committee of the Research Committee of the Senate, consisting of the Vice Rector, the Director of Human Resources and an additional member designated by the Research Committee.
- 2.7** The Ad- Hoc Teaching Hours Reduction Committee's decision will be forwarded to the pertinent Dean of School by **May 31st** for the Fall Semester and by **November 30th** for the Spring Semester. The Dean will duly notify the Department Chairperson who will notify the applicant.

Teaching Hours Reduction (THR) Form**Instructions:**

This form must be completed and submitted electronically(intranet) to the Department Chairperson no later than **May 1st** prior to the effective term of Fall Semester, and no later than **October 31st** prior to the effective term of Spring Semester. Documentation will be filed in the Department Chairperson's office.

Date: _____**Faculty Name:** _____**Rank:** _____**Department:** _____**School:** _____

Teaching Hours Reduction Requested: **one course (3 credit hours)**
 two courses (6 credit hours)
 other _____ (please specify)

Semester(s) for which reduction is requested: _____**Origin of Assignment/Project/Research (Check One):****University:** **External Source:** _____ (please specify)**Other:** _____ (please specify)

Justification for Request :(Attach documentation)

(Applicant's Signature—to appear on final hard copy for filing)

Department Chairperson Name: _____

Date: _____

Recommendation (check one):

THR Approved

THR Not Approved

Comments:

(Department Chairperson's Signature—to appear on final hard copy for filing)

School Dean Name: _____

Date: _____

Recommendation (check one):

TLR Approved

TLR Not Approved

Comments:

(School Dean's Signature—to appear on final hard copy for filing)

Vice Rector for Research

Name: _____

Date : _____

Recommendation (check one):

TLR Approved

TLR Not Approved

Comments:

(Vice Rector's Signature—to appear on final hard copy for filing)

DECISION of the Ad- Hoc Teaching Hours Reduction Committee (check one):

TLR Approved

TLR Not Approved

Date :

Comments:

(Decision will be forwarded to the pertinent Dean of School by May31 for Fall Semester and by November 30th for Spring Semester)



25 May 2018

Re: **Aviation Management B.Sc. program of the European University Cyprus**



Dear Sir/Madam

CYPRUS AIRWAYS

1 Spartis Street,
Antoniou Building, 5&6
Floor
6025, Larnaca, Cyprus
P.O Box 43100, 6650
Larnaca New Airport

+357 24 020980

We would like to express our interest in supporting your Aviation Management B.Sc. program, as we consider it beneficial for our organization and the aviation industry.

Aviation is a fast-growing industry in Cyprus and experienced candidates are limited. Cyprus Airways would be interested to accept internships, accommodate final year students for their practice, accept graduates in apprenticeships and support in general the Aviation Management Program.

We look forward to increase the applicants and employees with Aviation background in our Company.

Yours sincerely,

Human Resources Department
HR Manager

Andrie Kaiafa
HR Manager
Cyprus Airways






11 June 2018

Interest for involvement in the Aviation Management B.Sc. program of the European University Cyprus

We would like to express our interest in supporting your Aviation Management B.Sc. program, as we consider it beneficial for our organization and the aviation industry.

Our organization may be involved in the program as follows:

- Acceptance of internship students
- Allocation of projects to final year students
- Acceptance of graduates in apprenticeships
- Provision of awards to most successful students

Kind regards, 

Nicos Petrou
Director of Ground Operations

THEORETICAL COURSES/PART

STUDENT INSTRUCTOR AND COURSE EVALUATION QUESTIONNAIRE

Please indicate what applies to you by ticking (✓) the correct box:

Please indicate if the course you are attending has a practical/laboratory session:	
• Yes	
• No	

Please indicate the level of the program you are attending:	
• Undergraduate	
• Postgraduate	

How many courses have you successfully completed so far?	
<i>In the case of students attending a Bachelor degree:</i>	
• 0 - 10	
• 11 - 20	
• 21 - 30	
• 31 - 40	
<i>In the case of students attending a postgraduate degree (Master and PhD):</i>	
• 0 - 3	
• 4 - 6	
• 7 - 9	
• 10+	

Please indicate the extent to which you agree with the following statements by using a scale of 5 to 1 (5 = Strongly Agree/1 = Strongly Disagree)

TEACHING APPROACHES	5 = Strongly Agree	4 = Agree	3 = Neither Agree nor Disagree	2 = Disagree	1 = Strongly Disagree
1. The instructor teaches the course content in a clear way.					
2. The instructor teaches the course in an interesting way.					
3. The instructor enjoys teaching this course.					
4. The instructor is organized and prepared for every class.					
5. The instructor uses relevant examples to illustrate points.					
6. The instructor uses a variety of teaching methods (e.g. group discussions, student presentations, case studies, etc.)					
7. The instructor uses adequate teaching aids (e.g. whiteboard, PowerPoint presentations, videos, simulations, handouts, etc.).					

THANK YOU FOR YOUR TIME AND FOR YOUR VALUABLE FEEDBACK

STUDENT INSTRUCTOR AND COURSE EVALUATION QUESTIONNAIRE

8. The instructor encourages student questions and provides satisfactory answers					
9. The instructor provides opportunities for discussion and expression of student ideas.					
10. The instructor is available and responsive to assist and support students (e.g. office hours, emails, etc.).					
11. The instructor is in control of the class.					
12. The class begins and ends on time.					
ADDITIONAL QUESTIONS	5 = Strongly Agree	4 = Agree	3 = Neither Agree nor Disagree	2 = Disagree	1 = Strongly Disagree
13. The instructor clearly explains the course outline at the beginning of the course (e.g. expected learning outcomes, weekly schedule, examinations/grading, etc.).					
14. The instructor covers the course content, as stated in the course outline.					
15. Homework/classwork and exams test the knowledge and skills taught in the course.					
16. The course expected learning outcomes and objectives (as stated in the course outline) are being met.					
17. The evaluation/assessment of the course is conducted in a fair manner.					
FEEDBACK AND ASSESSMENT	5 = Strongly Agree	4 = Agree	3 = Neither Agree nor Disagree	2 = Disagree	1 = Strongly Disagree
18. The instructor provides feedback promptly (within the next or at least the next two class meetings) to all course assessment components (e.g. midterm exams, assignments, presentations, etc.).					
19. The provided feedback is constructive and explains how to improve my work (e.g. corrections including comments, etc.).					

THANK YOU FOR YOUR TIME AND FOR YOUR VALUABLE FEEDBACK

STUDENT INSTRUCTOR AND COURSE EVALUATION QUESTIONNAIRE

RESOURCES	5 = Strongly Agree	4 = Agree	3 = Neither Agree nor Disagree	2 = Disagree	1 = Strongly Disagree
20. The resources and reading material (e.g. books, lecture notes, videos, etc.) are adequate, useful, supportive and up-to-date.					
21. The instructor often makes use of technology in his teaching.					
OVERALL EXPERIENCE	5 = Strongly Agree	4 = Agree	3 = Neither Agree nor Disagree	2 = Disagree	1 = Strongly Disagree
22. I would happily take classes from this instructor again and I would recommend him/her to fellow students.					
23. I would recommend this course to a fellow student (irrespective of who teaches it).					
COMMENTS ON STRENGTHS AND WAYS OF IMPROVEMENT					
Please respond in writing to the following questions (100 characters):					
24. What did you like best about this course?					
25. What changes would you recommend to improve this course?					
26. Which is/are, in your opinion, the instructor's major strength(s)?					
27. What should the instructor do to improve his/her teaching?					

THANK YOU FOR YOUR TIME AND FOR YOUR VALUABLE FEEDBACK

PRACTICAL COURSES/PART

STUDENT INSTRUCTOR AND COURSE EVALUATION QUESTIONNAIRE

Please indicate what applies to you by ticking (✓) the correct box:

Please indicate if the course you are attending has a practical/laboratory session:	
• Yes	
• No	

Please indicate the level of the program you are attending:	
• Undergraduate	
• Postgraduate	

How many courses have you successfully completed so far?	
<i>In the case of students attending a Bachelor degree:</i>	
• 0 - 10	
• 11 - 20	
• 21 - 30	
• 31 - 40	
<i>In the case of students attending a postgraduate degree (Master and PhD):</i>	
• 0 - 3	
• 4 - 6	
• 7 - 9	
• 10+	

Please indicate the extent to which you agree with the following statements by using a scale of 5 to 1 (5 = Strongly Agree/1 = Strongly Disagree)

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6. The instructor uses a variety of teaching methods (e.g. group discussions, student presentations, case studies, etc.)					
7. The instructor uses adequate teaching aids (e.g. whiteboard, PowerPoint presentations, videos, simulations, handouts, etc.).					

THANK YOU FOR YOUR TIME AND FOR YOUR VALUABLE FEEDBACK

STUDENT INSTRUCTOR AND COURSE EVALUATION QUESTIONNAIRE

8. The instructor encourages student questions and provides satisfactory answers					
9. The instructor provides opportunities for discussion and expression of student ideas.					
10. The instructor is available and responsive to assist and support students (e.g. office hours, emails, etc.).					
11. The instructor is in control of the class.					
12. The class begins and ends on time.					
13. The practical/lab sessions correspond to the theoretical content of the course.					
14. Students are often provided with the opportunity of hands-on practical exercise throughout the course.					
ADDITIONAL QUESTIONS	5 = Strongly Agree	4 = Agree	3 = Neither Agree nor Disagree	2 = Disagree	1 = Strongly Disagree
15. The instructor clearly explains the course outline at the beginning of the course (e.g. expected learning outcomes, weekly schedule, examinations/grading, etc.).					
16. The instructor covers the course content, as stated in the course outline.					
17. Homework/classwork and exams test the knowledge and skills taught in the course.					
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19. The evaluation/assessment of the course is conducted in a fair manner.					
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20. The instructor provides feedback promptly (within the next or at least the next two class meetings) to all course assessment components (e.g. midterm exams, assignments, presentations, etc.).					

THANK YOU FOR YOUR TIME AND FOR YOUR VALUABLE FEEDBACK

STUDENT INSTRUCTOR AND COURSE EVALUATION QUESTIONNAIRE

21. The provided feedback is constructive and explains how to improve my work (e.g. corrections including comments, etc.).					
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22. The resources and reading material (e.g. books, lecture notes, videos, etc.) are adequate, useful, supportive and up-to-date.					
23. The instructor often makes use of technology in his teaching.					
OVERALL EXPERIENCE	5 = Strongly Agree	4 = Agree	3 = Neither Agree nor Disagree	2 = Disagree	1 = Strongly Disagree
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Please respond in writing to the following questions (100 characters):					
26. What did you like best about this course?					
27. What changes would you recommend to improve this course?					
28. Which is/are, in your opinion, the instructor's major strength(s)?					
29. What should the instructor do to improve his/her teaching?					

THANK YOU FOR YOUR TIME AND FOR YOUR VALUABLE FEEDBACK

STUDENT INSTRUCTOR AND COURSE EVALUATION QUESTIONNAIRE

30. In your opinion, is the duration of the practical/lab sessions necessary and sufficient?
31. In your opinion, is the number of instructors available during the practical/lab sessions adequate?
32. In your opinion, is the equipment available during the practical/lab sessions sufficient?