



APPENDIX



PART I. REVISED STRUCTURE OF THE PROGRAM OF STUDY

PROGRAM REQUIREMENTS	Min. ECTS Credits
Business Requirements	84
Concentrations Requirements	72
Business Electives	12
Language Expression	18
Computer Electives	12
Math Electives	24
Humanities and Social Sciences Electives	18
Total ECTS	240

PROGRAM STRUCTURE	ECTS
Section: A - Business Requirements ECTS Credits: 84 <i>Note: Students may select to complete BADM-439 or BADM-493</i>	
ACCT-110 Accounting I	6
ACCT-111 Accounting II	6
ACCT-211 Managerial Accounting	6
BADM-121 Business Ethics	6
BADM-230 Business Law	6
BADM-234 Organizational Behavior	6
BADM-431 Research Methods in Business	6
BADM-439 Senior Simulation in Business	6
BADM-475 Strategy and Business Policy	6
BADM-493 Final Year Project	6

ECON-261	Principles of Microeconomics	6
ECON-262	Principles of Macroeconomics	6
FIN-266	Managerial Finance	6
IMGT-488	Operations Management	6
MGT-281	Introduction to Management	6
MIS-251	Information Systems Concepts	6
MKTG-291	Marketing	6
BBA Concentrations		
Section: B - Concentration: Entrepreneurship and Innovation		
ECTS Credits: 72		
ENTR-150	Introduction to Entrepreneurship	6
ENTR-200	Creativity	6
ENTR-215	Project Management	6
ENTR-282	Small Business and Entrepreneurship	6
ENTR-300	Social Entrepreneurship	6
ENTR-372	Management of Innovation and Technology	6
ENTR-390	E-Business	6
BADM-450	International Business	6
ENTR-435	Business Intelligence	6
ENTR-472	Change Management	6
MGT-450	Quality Management	6
MIS-450	Emerging Technologies for Business	6
Section: B - Concentration: Finance and Economics		
ECTS Credits: 72		
ECON-360	Intermediate Microeconomics	6
ECON-362	Intermediate Macroeconomics	6
ECON-363	Money and Banking	6

ECON-390	Mathematics for Economics and Business	6
ECON-466	Managerial Economics	6
ECON-481	European Economics	6
ECON-496	Applied Econometrics	6
FIN-215	Personal Finance	6
FIN-366	Corporate Finance	6
FIN-410	Financial Management	6
FIN-430	International Financial Management	6
FIN-440	Financial Analysis	6
Section: B - Concentration: Management and Human Resources		
ECTS Credits: 72		
BADM-340	Corporate Social Responsibility	6
BADM-450	International Business	6
HRM-483	Planning, Recruitment and Selection	6
HRM-484	Employee Development	6
HRM-485	Performance Management and Compensation Systems	6
HRM-486	Employment Law and Employee Relations	6
MGT-282	Small Business and Entrepreneurship	6
MGT-355	Leadership in Organizations	6
MGT-372	Management of Innovation Technology	6
MGT-450	Quality Management	6
MGT-472	Change Management	6
MGT-482	Human Resource Management	6
Section: B - Concentration: Marketing and Digital Transformation		
ECTS Credits: 72		
MKTG-220	Technologies for the Social Web	6

MKTG-256	Web-based Applications Development	6
MKTG-301	Social Media Marketing	6
MKTG-330	Sustainability Marketing	6
MKTG-380	Marketing of Services	6
MKTG-390	E- Marketing	6
MKTG-393	Integrated Marketing Communications	6
MKTG-398	Marketing Information and Analytics	6
MKTG-xxx	Neuromarketing and Artificial Intelligence	6
MKTG-405	Media Planning	6
MKTG-493	Strategic Marketing	6
MKTG-496	Consumer Behavior	6
Section: C - Business Electives		
ECTS Credits: 12		
Notes: Or any ACCT-, BADM-, COMM-, ECON-, FIN-, HOSP-, MIS-, MGT-, MKTG-, HRM-, SPRT-, TOUR- course not taken as a major core or concentration requirement. BADM-491 may have a credit range of 1-3 credits / 2-6 ECTS.		
BADM-482	Task-Based Internship	2
BADM-483	Task-Based Internship	4
BADM-486	Task-Based Internship	6
BADM-489	Task-Based Internship	12
BADM-491	Special Topics in Business	2
MIS-465	Business and Management of Games	6
Section: D - Language Expression		
ECTS Credits: 18		
Notes: (1) Placement in the English courses is done on the basis of a Placement Test or tests such as TOEFL or GCE. (2) Students must complete BADM-231 or BADM-332.		
BADM-231	Business Communications	6
BADM-332	Technical Writing and Research	6
BENG-100	College English	6

COMM-200	Business and Professional Communication	6
ENGL-100	Basic Writing	6
ENGL-101	English Composition	6
Section: E - Computer Electives		
ECTS Credits: 12		
Notes: Or any other COMP-, MIS-, or MULT- course.		
COMP-150	Microcomputer Applications	6
COMP-151	Computer Fundamentals	6
MIS-151	Business Software Applications	6
MIS-220	Technologies for the Social Web	6
MIS-450	Emerging Technologies for Business	6
Section: F - Mathematics Electives		
ECTS Credits: 24		
IMGT-486	Quantitative Methods	6
MATH-105	Intermediate Algebra	6
MATH-108	Finite Maths with Applied Calculus	6
MATH-221	Statistics I	6
MATH-321	Statistics II	6
Section: G - Humanities and Social Sciences Electives		
ECTS Credits: 18		
Notes: Or any language course with FREN-, GERM-, ITAL-, RUS-, SPAN-, GREK-, TURK- prefix.		
ANTH-105	Cultural Anthropology	6
ART-110	Introduction to Visual Arts	6
ART-111	Greek Art	6
ENGL-102	Western World Literature and Composition	6
ESCI-200	Society and Environment	6
EUS-103	Modern European History and Politics	6
HIST-201	World History to 1500	6

HIST-257	Modern Cypriot History and Politics	6
HIST-265	The US and World History Since 1945	6
MUCT-107	Music Appreciation	6
MUCT-110	Fundamentals of Music	6
PHIL-101	Introduction to Philosophy	6
PSCI-101	American National Government	6
PSY-110	General Psychology I	6
PSY-111	General Psychology II	6
PSY-210	Social Psychology	6
SOC-101	Principles of Sociology	6
UNIC-100	University Experience	6



PART II: NEW CONCENTRATIONS' COURSE DESCRIPTIONS



CONCENTRATION: MANAGEMENT AND HUMAN RESOURCES

Course Code	Course Title	ECTS Credits
BADM-340	Corporate Social Responsibility	6
Prerequisites	Department	Semester
MGT-281, BADM-121	Management	Fall / Spring
Type of Course	Field	Language of Instruction
Required	Management	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Dr Marlen Demetriou	1 st
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The course aims to provide an understanding of Corporate Social Responsibility (CSR). It will be discussed how CSR relates to Corporate Governance, HRM, Supply Chain Management, Customer Service, Community Management and Environmental Sustainability.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Define CSR and discuss its main characteristics.
2. Critically analyse and evaluate principles of good governance.
3. Outline principles of managing a diverse workforce.
4. Apply environmental management practices.
5. Explain what responsible supply chain management is.
6. Discuss how to manage relations with customers responsibly.
7. Design and execute a community management program.

Course Content:

1. Introduction to CSR
2. Corporate Governance:
 - a) Principles of Good Corporate Governance
 - b) Managing Shareholder Activism
 - c) Managing Executive Compensation Issues
 - d) Insider Trading
 - e) Information Transparency and Disclosure
 - f) Case study
3. Responsible Human Resource Management
 - a) Managing a Diverse workforce

- b) Equal Employment Opportunities
- c) Managing Safety in the work Environment
- d) Managing GDPR Issues
- e) Managing Whistle Blowing
- f) Managing Ethical Internal Culture
- g) Case study
- 4. Managing Environmental Issues
 - a) Environmental Management in Practice
 - b) Green Management
 - c) Environmental Quality Systems (EQS) ISO 14001
 - d) Managing Environmental Taxes-Emission Trading
 - e) Sustainable Development in Global Business
- 5. Managing Supply Chain Issues
 - a) Responsible Supply Chain Management
 - b) Supply Chain Management's Ethical Factors
 - c) Responsible Management of relationships with suppliers and middlemen
 - d) Case study
- 6. Managing Relations with Customers
 - a) Managing Consumer Privacy Issues
 - b) Managing Product Liability Issues
 - c) Quality Management
 - d) Voluntary Industry Codes of Conduct
 - e) Managing Product Recalls
- 7. Community Management
 - a) Managing Corporate Giving
 - b) Managing Social Partnerships
 - c) "Humanizing" your Brand
 - d) Community Engagement Management
 - e) Managing Employee Volunteering Programs

Learning Activities and Teaching Methods:

Lectures, Discussions with class participation, case study and group projects.

Assessment Methods:

Mid-Term Test, Final Exam; Homework-Class Participation

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Lecturer's Notes	Dr. Marlen Demetriou	University of Nicosia	2020	
Business Ethics and Corporate Social Responsibility	Paul Gesera and Nina Seppala	South-Western Cengage	2010	140-800-7436

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Corporate Sustainability, Social Responsibility and Environmental Management (Csr, Sustainability, Ethics & Governance)	Mark Anthony Camillieri	Springer	2017	978-3319836003
Business, Government, and Society: A Managerial Perspective, Text and Cases, 13th Edition	John F Steiner & George A Steiner	McGraw-Hill Education	2012	978-0078112676

Course Code	Course Title	ECTS Credits
BADM-450	International Business	6
Prerequisites	Department	Semester
ECON-262, MGT-281	Management	Fall/Spring
Type of Course	Field	Language of Instruction
Required	MIS	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr. Epaminondas Epaminonda	3 rd or 4 th
Mode of Delivery	Work Placement	Corequisites

Face to Face

N/A

N/A

Course Objectives:

The main objective of the course is to provide a better understanding of how the international socioeconomic, political and cultural environments influence the way companies do business and manage across borders. The course also aims to present principles of cross-cultural communication, negotiations, international strategy and training for international operations.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Define International Business and discuss its main characteristics
2. Analyze the role of the environment in doing business internationally
3. Explain the role of culture in international business
4. Present main theories of cross-cultural communication
5. Compare and contrast different national styles of negotiation
6. Contribute to debates on ethics in international business
7. Outline key ideas in relation to formulating and implementing international strategy
8. Apply principles of preparing workers for international assignments
9. Discuss ways to motivate and lead internationally

Course Content:

1. What is International Business?
2. Globalization
3. Regional trading blocks
4. Theories of trade
5. The Environment Influencing International Business (Political, Legal, Economic, Social, Technological, Ecological)
6. Understanding the Role of Culture in International Business (Theoretical Models, Communicating Across Cultures, Cross-Cultural Negotiation)
7. Business Ethics from an International Perspective
8. Formulating and Implementing International Strategy
9. Preparing for International Assignments
10. Motivating and Leading Internationally

Learning Activities and Teaching Methods:

Lectures, Class Discussion, Practical Exercises, Videos, Group Activities, Research and Writing.

Assessment Methods:

Attendance and Participation, Homework, Midterm Exam, Final Exam.

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Instructor's Notes	Epaminondas Epaminonda			

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
International Business: The New Realities, Global Edition, 5th Edition.	S. Tamer Cavusgil, Gary Knight, John Riesenberger	Pearson	2020	9781292303246
International Business, Global Edition, 16th Edition	John D. Daniels, Lee Radebaugh, Daniel P. Sullivan	Pearson	2018	9781292214733
International Business: Theory and Practice (Ebook)	Riad Ajami, Jason G Goddard	Routledge	2015	9780765631343
International Business (Ebook)	Rhodd, R. Barcharts Inc.	QuickStudy Reference Guides	2010	9781423214328
International Business Management (Ebook)	Venkateswaran, N.	New Age International	2012	9788122434972
International Management: Managing Across Borders and Cultures, Text and Cases, 9th Edition (Ebook)	Deresky. H.	Pearson	2016	9780134376042
<p><i>Websites</i></p> <p>Harvard Business Review (http://hbr.org/) The Economist (http://www.economist.com/) Financial Times (http://www.ft.com/home/europe) Forbes Magazine (http://www.forbes.com/forbes/) Newsweek (http://www.thedailybeast.com/newsweek/2013/07/24/issue.html) New Economics Foundation (http://www.neweconomics.org/)</p>				

Course Code	Course Title	ECTS Credits
HRM-210	Planning, Recruitment and Selection	6
Prerequisites	Department	Semester
Junior standing	Management	Fall/Spring/Summer
Type of Course	Field	Language of Instruction
Required	Business Administration	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr. Epaminondas Epaminonda	3 rd or 4 th
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objective of the course is to equip students with skills needed for workforce planning, recruitment and selection of employees.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Describe the main techniques used in employment planning and forecasting.
2. Explain the need for effective recruiting.
3. Name and describe the main internal sources of candidates.
4. List and discuss the main outside sources of candidates.
5. Discuss practical guidelines for obtaining application information.
6. Answer the question: Why is it important to test and select employees?
7. List and briefly describe the basic categories of selection tests, with examples.
8. List and give examples of the main types of selection interviews.
9. List and explain the main errors that can undermine an interview's usefulness.

Course Content:

1. Employment planning.
2. Effective recruiting.
3. Application processes.
4. Resume/CV writing.
5. Testing employees.
6. Interviewing.

Learning Activities and Teaching Methods:

Lectures, Class Discussion, Practical Exercises, Group Activities, Research and Writing.

Assessment Methods:

Attendance and Participation, Assignments, Class activities, Mid-Term Exam, Final Exam.

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Recruitment and Selection Strategies for Workforce Planning & Assessment	Carrie A. Picardi	SAGE Publications, Inc	2019	978-1483385396

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Human Resource Management, 15 th Ed. Global Edition	Gary Dessler	Pearson	2016	9781292152103
The Handbook of Strategic Recruitment and Selection: A Systems Approach (<i>E-book</i>)	Bernard O'Meara, Stanley B Petzall	UK: Emerald Group Publishing	2013	9781780528106

Course Code	Course Title	ECTS Credits
HRM-484	Employee Development	6
Prerequisites	Department	Semester
Junior standing	Management	Fall/Spring/Summer
Type of Course	Field	Language of Instruction
Required	Business Administration	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Evie Michailidis	4 th
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The objective of the course is to discuss issues related to training and development, coaching and mentoring and career management.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Summarize the purpose and process of employee orientation.
2. List and briefly explain each of the steps in the training process.
3. Explain how to use training techniques.
4. Describe, discuss, and evaluate selected theories, concepts and frameworks of facilitation, coaching and mentoring and relate their importance to leadership and managerial effectiveness, at the individual, group (team), and organizational level.
5. Articulate the challenges of developing a career and outline strategies for planning a career
6. Discuss what employers and supervisors can do to support employees' career development needs.

Course Content:

1. Employee orientation
2. Steps in the training process: Analyze, Design, Develop, Implement, Evaluate
3. Training techniques
4. Types of training
5. Controlled studies: Definition, description, examples
6. Feedback: An Essential Competency
7. Facilitation: Model, Role, Tasks, Group Dynamics & Challenges
8. Coaching: Process, Philosophy, Ethics, Skills
9. Mentoring
10. Understanding the new career and the changing landscape of careers

11. The self-assessment process and finding the ideal job/career
12. Career development strategies
13. Integrating work and personal responsibilities
14. Investigating flexible work arrangements
15. The career development lifespan

Learning Activities and Teaching Methods:

Lectures, Class Discussion, Group Activities, Case Studies Analysis and Discussion, Academic/Industry Journals Paper Discussions, In-Class Exercises, Research and Writing, Presentations.

Assessment Methods:

Attendance and Participation, Assignment, Presentation, Midterm Examination, Final Examination

Key Textbooks:

Title	Author(s)	Publisher	Year	ISBN
Employee Training & Development 7th Edition	Raymond Noe	McGraw Hill	2017	9780078112850
Coaching and Mentoring at Work: Developing Effective Practice, 3 rd Ed.	Connor, M. P. & Pokora, J. B.	Open University Press	2017	978-0335226924
Global Careers (Global HRM)	Dickmann, M. & Baruch, Y.	Routledge	2010	978-0415446280

Additional Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
ASTD Handbook: The Definitive Reference for Training & Development, 2 nd Ed. (E-book)	American Society for Training and Development Biech, Elaine	UK: Emerald Group Publishing	2014	9781562869137
Leadership Coaching	Lee, G.	CIPD	2003	978-0852929964

Everyone Needs a Mentor, 5 th Ed.	Clutterbuck, D.	CIPD	2014	978-1843983668
The Career Fitness Program: Exercising Your Options Plus NEW MyLab Student Success with Pearson eText -- Access Card Package, 11th Ed.	Sukiennik, D., Bendat, W. & Raufman, L.	Pearson	2015	978-0134039923

Course Code	Course Title	ECTS Credits
HRM-485	Performance Management and Compensation Systems	6
Prerequisites	Department	Semester
None	Management	Fall/Spring/Summer
Type of Course	Field	Language of Instruction
Required	Business Administration	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr. Leonidas Efthymiou	3 rd or 4 th
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Develop, evaluate and administer performance appraisal tools
- Explain how to use the above tools to improve performance
- Present and discuss different compensation and rewards systems that may be used in organizations and encourage critical ways to evaluate, use and revise them.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Describe the appraisal process.
2. Develop, evaluate, and administer performance appraisal tools.
3. Explain how to “segment” employees for appraisal and reward purposes.
4. List the basic factors determining pay rates.
5. Explain the difference between competency-based and traditional pay.
6. Discuss how to price managerial and professional jobs.
7. Name and describe the most popular organization-wide incentive plans.
8. Describe each of the main insurance, retirement and employees’ services benefits.
9. Explain the main flexible benefit programs.

Course Content:

1. The Basics of Performance Management.

2. Reasons why many organizations appraise performance.
3. Who should do the appraising?
4. Techniques and tools for appraising performance.
5. Appraisal interview.
6. Guidelines for effective appraisal.
7. Problems in dealing with appraisal.
8. Job evaluation and pay plans.
9. Payment for managerial and professional jobs.
10. Competency-based vs traditional pay.
11. Commission versus straight pay.
12. Insurance, retirement, services benefits.
13. Pay-for-time-not-worked benefits.
14. Flexible benefit programs.

Learning Activities and Teaching Methods:

PowerPoint Lectures, Discussion, Practical Exercises, Research and Writing.

Assessment Methods:

Attendance and Participation, Project, Mid-Term, Final Examination

Key Textbooks:

Title	Author(s)	Publisher	Year	ISBN
Performance Management, 4 th Edition	Herman Aguinis	Chicago Business Press	2019	978-0998814087
Compensation, 12 th Ed. Global Edition	G. Milkovich, J. Newman and B. Gerhart	McGraw-Hill Education	2016	978-1259532726

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Performance Management Reboot:	Mark Bussin	KR Publishing	2017	9781869226657, 9781869226640

Fresh Perspectives for the Changing World of Work				
The Remuneration Handbook: A Practical and Informative Handbook for Managing Reward and Recognition	Bussin, Mark Diez, Fermin	Randburg: KR Publishing	2017	9781869225711, 9781869225704

Course Code	Course Title	ECTS Credits
HRM-486	Employment Law and Employee Relations	6
Prerequisites	Department	Semester
None	Management	Fall/Spring/Summer
Type of Course	Field	Language of Instruction
Compulsory	Business Administration	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Mr. Panayiotou Nicos	3 rd or 4 th
Mode of Delivery	Work Placement	Co-requisites
Face-to-face	N/A	None

Course Objectives:

The main objective of the course is to present and explain the basic principles of employment law and their application in the workplace. Further, the course aims to analyze employee relations as they evolve in today's work environment.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Demonstrate an understanding of the perspectives, theories and concepts in the field of employment law and employee relations.
2. Apply aspects of employment law to real workplace situations.
3. Be familiarized with the contract of employment and other important workplace documents i.e. workplace manuals and policies.
4. Explain the procedures regarding employee discipline and the termination of employment.
5. Demonstrate an understanding of the dispute resolution procedures available under Cypriot Employment law and the claims/ remedies available to employees and employers.
6. Explain what collective bargaining is.
7. Present examples of what to expect during union management negotiation.
8. Outline current features of employee relations.
9. Describe a strategy for cooperative employee relations.

Course Content:

- The Employment Relationship.
- Employee Relations
- The Contract of Employment.
- Working Time, Protection of Wages, Privacy-Data Protection, Restrictive Covenants.
- Employee Leaves.
- Family Friendly Policies.
- Discrimination – Harassment – Bullying – Victimization.
- Dismissals for reasons related to employee behavior or capacity.
- Dismissals for reasons related to the business of the employer.
- Termination of Employment by Employee.
- Termination Agreement/ Voluntary Redundancy Schemes.
- Collective Labour Relations.
- Employment Dispute Resolution.
- Unions and the Law.

Learning Activities and Teaching Methods:

PowerPoint lectures, class discussion, practical exercises, case studies, research and writing.

Assessment Methods:

Homework, assignment, coursework, mid-term, final exam

Required Textbooks/Readings:

Title	Author(s)	Publisher	Year	ISBN
Instructor’s Notes	Nicos Panayiotou			

Additional Textbooks/Readings:

Title	Author(s)	Publisher	Year	ISBN
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Labour Law in Cyprus (1st ed.)	Ioannou C. and Emilianides C. A.	Hague: Kluwer	2016	
Employee relations Management	D. P. Sahoo	Sage	2020	9789353287078
Introduction to Employment Law: Fundamentals for HR and Business Students, 5 th Ed.	Daniels K.	Kogan	2019	978-0749484149
Selwyn's Law of Employment, 20 th Ed.	Emir A. and Selwyn, N. M.	Oxford University Press	2018	978-0198814849
Employment Law, 10 th Ed.	Pitts G.,	Sweet and Maxwell	2016	978-0414056169
Industrial Relations: Theory and Practice, 3 rd Ed.	Trevor Colling	Wiley-Blackwell	2010	978-1444308853



CONCENTRATION: MARKETING AND DIGITAL TRANSFORMATION

MKTG-220: Technologies for the Social Web

Course Code	Course Title	ECTS Credits
MIS-220	Technologies for the Social Web	6
Prerequisites	Department	Semester
None	Management	Fall/Spring/Summer
Type of Course	Field	Language of Instruction
Compulsory	MIS	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Prof. Despo Ktoridou	2 nd
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Present the theories behind the Social Web and its components.
- Present and evaluate the latest Social Applications and the supportive technologies.
- Provide a comprehensive overview of the underlying Online Communities, their design and development.
- Explore the concept of developing Facebook Applications.
- Illustrate Usability - Best practices for user interface design following Nielsen's Usability Facts.
- Explore Business aspects of the Social Web.
- Preview the emerging Social Networks and Spaces.
- Apply the gained knowledge to design and implement a social web application.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Illustrate the importance, role of and use of the Social Web and its components.
2. Provide insight of the significant role of the latest Social Applications and the supportive technologies.
3. Outline the factors that drive and influence the design and development of Online Communities.
4. Discuss the importance of developing Facebook Applications.
5. Explain the knowledge and cultivate the skills and competencies required in applying Usability Best practices for user interface design following Nielsen's facts.
6. Discuss the importance of the Business aspects of the Social Web and how it works in the areas of collaboration and knowledge management for a business.
7. Illustrate the importance of the emerging Social Networks and Spaces.

8. Demonstrate the key theoretical social web concepts covered in the lab, design and implement a social web application using Wordpress – an open source CMS.

Course Content:

SECTION I: The Social Web: Introduction

- The Web Evolution: From Web 1.0 to Web 4.0
- The Web as a platform: Web 2.0
- The Social Web: Understand user engagement
- UGC-User Generated Content
- Social Computing

SECTION II: Components of the social web

- Technologies: open source, commercial
- Content: audio, video, user generated
- Online communities

SECTION III: Social Apps

- Types of social apps
- Blogs, wikis, social networks and communities, Facebook apps...
- Apps' social aspect
- Setting Up a custom Blog and wiki (Wordpress)

SECTION IV: Online Communities

- Designing & Developing an online community
- Key components and metrics for success
- Technology options and considerations
- Wordpress fundamentals: menus, themes, plugins and blocks
- Developing an online community using Wordpress
- Customizing an online community
- Measuring user participation and engagement

SECTION V: Usability

- Best practices for user interface design
- Nielsen Usability Facts:

- How to define usability?
- How, when, and where to improve it?
- Why should you care?
- Overview defines key usability concepts and answers basic questions.

SECTION VI: The Business Aspect of Social web

- Introduction to the Social web for Business
- Social web for collaboration and knowledge management

SECTION VII: Metrics and analytics

- Tracking user behaviour in social networks
- Social network usage analytics
- Google Analytics

SECTION VIII: Emerging social networks and spaces

- Introduction to virtual worlds and Second Life
- Multiplayer games and WoW

Learning Activities and Teaching Methods:

Laboratorial work, Faculty Lectures and Guest-Lectures Seminars, Directed and Background Reading Casestudies, In-class Exercises, Student-led Presentations.

Assessment Methods:

Project Presentation, Assignments, Test, Final Examination

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Professional WordPress: Design and Development, 3 rd Ed.	Brad Williams, David Damstra, Hal Stern	John Wiley & Sons, Inc	2015	978-1-118-8724-7
Wordpress for Beginners 2017: A Visual Step-by-Step Guide to Mastering Wordpress (Webmaster Series)	Andy Williams	http://ezseonews.com	2017	ASIN: B01M7YERUP

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Google Analytics Demystified 4 th Ed.	Alexa L. Mokalis Joel J. Davis	Google	2018	978-1545486917
Professional WordPress Design & Development 2 nd Ed.	Brad Williams David Damstra Hal Stern	John Wiley & Sons, Inc	2013	978-1-118-442272
Social Factor, The: Innovate, Ignite, and Win through Mass Collaboration and Social Networking	Maria Azua	Prentice Hall	2010	978-0-13-701890-1
Social Networking for Business: Choosing the Right Tools and Resources to Fit Your Needs	Rawan Shah	Prentice Hall	2010	978-0-13-271167-8
Total Engagement: Using Games and Virtual Worlds to Change the Way People Work and Businesses Compete	Byron Reeves, J. Leighton Read	HBS Press	2009	11988-HBK-ENG

Course Code	Course Title	ECTS Credits
MIS-256	Web-based Applications Development	6
Prerequisites	Department	Semester
None	Management	Fall/Spring/Summer
Type of Course	Field	Language of Instruction
Required	MIS	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Prof. Despo Ktoridou	2 nd
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to provide:

- A comprehensive introduction to web-based technologies.
- An authoritative overview to a set of key technologies for building web applications (HTML, HTML5, JavaScript, Dynamic HTML, CSS, ASP, AJAX, and XML).
- An overview of Web 2.0, its applications and Rich Internet Applications (RIA).
- Introduce a higher-order conceptual design, patterns view of the architecture and design of a dynamic business web application.
- A comprehensive overview to web design alternatives: Platforms, Frameworks, Content Management Systems (WordPress implementation).

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Explain web-based technologies: (students will be provided with a comprehensive overview on: web-based technology; anatomy of web-based technology; evolution of web-based technology; examples and finally evolution of development tools);
2. Use the basics of key technologies for building Web Applications such as HTML, JavaScript, Dynamic HTML, CSS, ASP, PHP, AJAX, and XML): (students should be able to apply the above key technologies for developing light-weighted and rich-content Web applications);
3. Discuss the theoretical basics of Web 2.0, its implications and Rich Internet Applications (RIA): (students will acquire the necessary knowledge and understanding of Web 2.0: business aspects, Characteristics and Memes, Rich Internet Applications: Practices, Technologies, and Frameworks);

4. Use higher-level conceptual design patterns for web-applications: (students will have the necessary knowledge and skills to design, develop and maintain a dynamic business web application);
5. Analyze the core information on:
 - web design alternatives: Platforms, Frameworks, Content Management Systems
 - the features, Content Management and Design, Administration and Security of WordPress(students will have the necessary knowledge and skills to value CMS, build and deploy feature-rich, interactive business web applications in Microsoft environments using the Web Content Management Platform WordPress).

Course Content:

SECTION I: Introduction to web-based Technology

- Definition
- Anatomy
- Evolution
- Examples
- Evolution of development tools

SECTION II: Introduction to a set of Key Technologies for Building Web Apps

Introduction to: HTML and HTML5, JavaScript, CSS, ASP, PHP, AJAX, and XML

SECTION III(a): Web 2.0 Technologies

- Introduction to Web 2.0
- Business Aspects of Web 2.0
- Characteristics and Memes of Web 2.0
- Rich Internet Applications (RIA)
- Social Networks
- The IT infrastructure necessary to run WEB 2 applications, including Cloud Computing
- Web-Centric Development and Architectural Models

SECTION III(b): Rich Internet Applications RIA

- Rich Internet Applications: Practices, Technologies, and Frameworks
- What Exactly Is an RIA and Why Do We Care About It?
- A Techno-Business Tour Through the RIA Land
- Web 2.0 RIA Technologies, Standards, and Frameworks

SECTION IV: Principles of Usability and Heuristic Evaluation

- Usability Testing
- Heuristic Evaluation Checklist

SECTION V: Design Principles for Building Business Web Applications

- Foundations of Business Web Application Design
- Patterns for Creating Winning Business Web Applications

SECTION VI: Web Design Alternatives

- Platforms,
- Frameworks,
- Content Management Systems

SECTION VII: WordPress

- Why WordPress
- The WordPress Admin Dashboard & Bar
- WordPress setting
- Pages and posts
- Categories and tags
- Plugins
- Themes
- Menus
- SEO

Learning Activities and Teaching Methods:

Laboratorial work, Faculty Lectures and Guest-Lectures Seminars, Directed and Background Reading Case-studies, Student-led Presentations.

Assessment Methods:

Participation/Attendance; Assignments; Project; Final Exam.

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Professional WordPress: Design and Development, 3 rd Ed.	Brad Williams, David Damstra, Hal Stern	John Wiley & Sons, Inc.	2015	978-1-118-98724-7

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Intro to Web Application Development Environment	Extropia: The Open web technology company		2013	
http://www.extropia.com/tutorials/devenv/toc.html				

Course Code	Course Title	ECTS Credits
MKTG-301	Social Media Marketing	6
Prerequisites	Department	Semester
MKTG-291	Marketing	Fall/Spring
Type of Course	Field	Language of Instruction
Compulsory	Marketing	English
Level of Course	Lecturer(s)	Year of Study
1st cycle	Dr. Yioula Melanthiou	2 nd , 3 rd or 4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Provide students with a thorough, in-depth knowledge of social media marketing.
- Demonstrate how various social media tools may be used within and across several companies and industries.
- Determine how social media marketing campaigns can be developed, managed, and implemented successfully.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Evaluate what companies have done or are currently doing (Foundations of Social Media Marketing).
2. Explain what makes some marketing communication strategies succeed but others fail.
3. Apply theories in practice and simultaneously stay abreast of recent and current trends and innovations in social media (Foundations of Social Media Marketing).
4. Analyze how consumers interact socially and what information spreads over social networks and how it spreads (The Four Zones of Social Media).
5. Create effective social media campaign using appropriate and informative metrics for tracking campaign/strategy performance (Measuring Users and Social Media Campaigns).

Course Content:

1. The Horizontal Revolution
2. Social Media Marketing Strategy
3. Social Consumers
4. Network Structure and Group Influence in Social Media
5. Social Communities
6. Social Publishing
7. Social Entertainment
8. Social Commerce
9. Social Media for Consumer Insight
10. Social Media Metrics

Learning Activities and Teaching Methods:

Faculty Guest-Lectures Seminars, Class discussions, In-class Practical Exercises, Lab Sessions.

Assessment Methods:

Quizzes, Midterm Exam, Final Exam, Class Participation

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Lecture notes of Social Media Marketing, 3 rd Ed.	Tuten, T., and Solomon, M.R.	Sage	2017	
Social Media Marketing, 3 rd Ed.	Tuten, T., and Solomon, M.R.	Sage	2017	9781526423870

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Social Media Marketing : A Strategic Approach, 1 st Ed.	Melissa S. Barker, Donald I. Barker, Nicholas F. Bormann, Krista E. Neher	Cengage	2012	9780538480871
Advanced Google AdWords, 3 rd Ed. E-book	Brad Geddes	Wiley	2014	9781118819647

Course Code	Course Title	ECTS Credits
MKTG-331	CSR and Sustainability	6
Prerequisites	Department	Semester
MKTG-291	Marketing	Fall/Spring
Type of Course	Field	Language of Instruction
Compulsory	Marketing	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Dr. Marlen Demetriou	3 rd or 4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Provide students with a comprehensive understanding of the Philosophy of Corporate Social Responsibility, its Basic Concepts and Processes.
- Introduce the fundamentals of Societal Marketing with emphasis on the “social”, “cause” and “values-based” marketing.
- Assist students in understanding the concepts of Corporate Philanthropy, Stewardship and Corporate Citizenship.
- Help students understand the value of Green Marketing and Sustainable Development in enhancing the corporate image.
- Emphasize the need for a new strategic decision-making approach within a firm based on the Societal Marketing Orientation.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Analyze the need for an enlightened Marketing Strategy.
2. Explain the relationship between Marketing and Society.
3. Describe a company’s market and non-market stakeholders.
4. Explain the concept of Corporate Social Responsibility and how do businesses meet economic and legal obligations while being Socially responsible.
5. Explain what Corporate Citizenship is and how do companies as good corporate Citizens strive to conduct all business dealings in an ethical manner.
6. Assess the need for marketing strategic decisions to be based on professional Codes of Conduct.
7. Analyze the concepts of sustainable development and green Marketing and to identify the role of Marketing to the earth’s ecosystem.
8. Analyze the difference between Corporate Philanthropy and Cause Related Marketing.
9. Prepare a project on the Societal Marketing Strategy of a company or a brand of their choice.

Course Content:

1. Corporations in Society
2. Societal Marketing: A different Marketing Orientation
3. The Stakeholder Theory of a Firm
4. Corporate Social Responsibility
5. Corporate Citizenship
6. Ethics in Business
7. Business and Government in a Global Society
8. Business and Environmental Issues
9. Green Marketing
10. Corporate Philanthropy
11. Cause Related Marketing
12. Business and the Media

Learning Activities and Teaching Methods:

Lectures, Discussions with Class Participation and Group Projects.

Assessment Methods:

Project, Class Participation, Midterm Exam, Final Exam.

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Business and Society	Anne T. Lawrence, James Weber	McGraw Hill	2017	9781259737268

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Corporate Responsibility, 2 nd Ed.	Cannon Tom	Pearson	2012	978-0-273-73873-2

Course Code	Course Title	ECTS Credits
MKTG-380	Marketing of Services	6
Prerequisites	Department	Semester
MKTG-291	Marketing	Fall/Spring
Type of Course	Field	Language of Instruction
Compulsory	Marketing	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Prof. Ioanna Pappasolomou	3 rd or 4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Distinguish and explain the key ideas and concepts of services marketing management.
- Contrast the 4Ps and 7Ps marketing mix strategies.
- Assess the impact that the key characteristics of services have on the way marketing managers in the services sector develop their service offer, promote it and then deliver it.
- Examine services buying behavior.
- Appreciate the important role that the employees have in delivering customer value.
- Formulate the elements of an internal marketing strategy.
- Evaluate various methods for assessing service quality.
- Compare various methods used for managing service encounters.
- Design and implement an extended marketing mix strategy.
- Examine the notion and tools of relationship marketing.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Apply generic marketing knowledge to the service organization taking into consideration their distinct characteristics.
2. Evaluate the key differences between services and other businesses/organizations and understand how these affect the corporate marketing strategy and the marketing mix strategy of the organisation.
3. Design marketing actions and tactics specifically for services taking into account key characteristics, differences and challenges.
4. Analyse and assess the role of employees in service quality and service delivery process.
5. Evaluate the importance of the internal marketing concept within service organisations.
6. Develop marketing strategies to build and sustain strong customer relations and loyalty to the service organization.
7. Assess the branding process in the services sector.

8. Implement an extended marketing mix strategy for a service organization.

Course Content:

1. Services Marketing.

(The subject includes an overview of the importance of services in modern economies and societies, the distinguishing features of services, classification of services, marketing in a services context, the marketing mix for services)

2. The Service Encounter.

(The subject covers issues and problems for the services marketer, the nature of the producer-consumer encounter, conceptual frameworks for analyzing the service encounter and services failures and methods by which service firms seek to recover from failure)

3. Understanding Services Buying Behaviour.

(The subject discusses processes by which consumers initiate, carry out and conclude the purchase of services, the effects of service intangibility on perceptions of risk in the buying process, the effects on behavior of post-consumption dissonance, and bases for segmenting services markets)

4. Relationships, Partnerships and Networks.

(The subject focuses on the role of co-production between service providers, the diversity of networks and relationships that exist between service providers and their customers, and methods used by companies to turn casual transactions into ongoing loyal relationships)

5. Developing service Brands.

(The subject focuses on the role of branding in service organizations, strategies used to develop strong service brands, and the reasons for the coexistence of branded service providers with small reputation based providers)

6. Service Quality.

(The subject covers the importance of service quality in the service-profit chain, linkages between the concepts of service quality, satisfaction and value, major paradigms for the study of service quality, and methods used to set standards of service quality)

7. Engaging Employees in Service Delivery.

(The subject discusses the interrelationship of marketing, human resource management and operations management, the contribution of employee performance to customer satisfaction and the key issues involved in the recruitment, motivation, training and control of staff employed in the service sector)

8. Internal Marketing.

(The subject focuses on defining the term 'internal marketing' and explaining its underlying ideas, discussing its importance in the service sector, and explaining internal marketing implementation models as well as presenting success and failure stories of internal marketing)

9. The Pricing of Services.

(The subject concentrates on the factors that influence pricing decisions of service organizations, the pricing strategy and tactics used by service organizations, the effects of inseparability on pricing, and pricing constraints and opportunities)

10. Managing Communications.

(The subject discusses the basic process involved in communicating a brand or a service offer and the need for services companies to build and maintain their reputation through communication)

Learning Activities and Teaching Methods:

Lectures, case study analysis, in-class exercises and discussion, homework exercises, videos

Assessment Methods:

Exam, Midterm Exam, Assignment, Homework Exercises, Participation.

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Services Marketing – Integrating Customer Focus Across the Firm, 7 th Ed.	Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler	McGraw-Hill Higher Education	2018	10: 0078112109 13:9780078112102

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Essentials of Services Marketing: Wirtz Essentials of Services Marketing, Global, 3 rd Ed.	Jochen Wirtz, Christopher Lovelock, Patricia Chew	Pearson Education	2018	13: 978-1292089959 10: 1292089954

Course Code	Course Title	ECTS Credits
MKTG-390	E-Marketing	6
Prerequisites	Department	Semester
MKTG-291	Marketing	Fall/Spring
Type of Course	Field	Language of Instruction
Compulsory	Marketing	English
Level of Course	Lecturer(s)	Year of Study

1st Cycle	Dr. Yioula Melanthiou	3 rd or 4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Develop an understanding of the background, current state, and future potential of e-marketing as well as a general understanding of the online consumer population.
- Help students understand strategic planning and the way companies seek to achieve their objectives through strategies and tactics involving e-business and e-marketing. Students will also learn how to create an e-marketing plan.
- Explain why and how e-marketers conduct online marketing research and how they turn data into marketing knowledge that provides insight into marketing activities.
- Assist students in analyzing the development of consumer and business products.
- Comprehend how the marketing mix differs or is similar in the online and offline environment.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Understand the basic principles and concepts of e-marketing (The basic principles and concepts of e-marketing).
2. Comprehend how e-marketplaces are structured and the mechanism behind them, including the way that internet sites can generate revenue and how they can impact their click and mortar counterparts (The structure, mechanisms, and the economics and impacts of different e-marketplaces).
3. Evaluate how marketing research online enables marketers to apply basic consumer behaviour strategy, and promotion strategy in an electronic environment (Issues relating to consumer behaviour and advertising in an electronic environment).
4. Differentiate between a company's online and offline marketing mix and how this needs to be adapted depending on the target audience and value offering (The online marketing mix).

Course Content:

1. Past, present and Future
2. Strategic E-Marketing and Performance Metrics
3. The E-Marketing Plan
4. E-Marketing Research
5. Connected Consumers Online
6. Product: The Online Offer
7. Price: The Online Value
8. The Internet for Distribution

9. E-Marketing Communication: Owned Media, Paid Media, Earned Media

Learning Activities and Teaching Methods:

Faculty and Guest-Lectures Seminars, Class discussions, In-class Practical Exercises, Lab Sessions.

Assessment Methods:

Quizzes, Midterm Exam, Final Exam, Class Participation

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Lecture notes of E-Marketing, 7 th International Ed.	Strauss, J., Frost, R.	Pearson	2014	1292000414
E-Marketing, 7 th International Ed.	Strauss, J., Frost, R.	Pearson	2014	1292000414

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Digital business and e-commerce management: strategy, implementation and practice	Chaffey, D.	Pearson	2015	0273786547
Everything You Need to Know About the Internet Marketing Value Chain E-book	Torte, R.	Need to Know Series.[Newmarket, Ont.] : BrainMass Inc.	2011	9781927639153
Advanced Google AdWords, 3 rd Ed. E-book	Geddes, B.	Wiley	2014	9781118819647

Course Code	Course Title	ECTS Credits
MKTG-396	Integrated Marketing Communications	6
Prerequisites	Department	Semester
MKTG-291	Marketing	Fall/Spring
Type of Course	Field	Language of Instruction
Required	Marketing	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Prof. Ioanna Pappasolomou	3 rd
Mode of Delivery	Work Placement	Co-requisites
Face to Face	None	None

Course Objectives:

The main objectives of the course are to:

- Provide a foundation for discussing Integrated Marketing Communications (IMC) by examining the nature of IMC, its components and the emerging trends in marketing communications.
- Analyze the Branding Process by focusing on the role and importance of corporate and brand image.
- Analyze Buyer Behaviour and the trends in the Consumer Buying Environment.
- Explore the Integrated Marketing Communications Planning process.
- Study and assess the IMC Advertising Tools: (Advertising Campaign Management, Advertising Design and Traditional Media Channels).
- Examine Digital and Alternative Marketing (Digital Marketing, Social Media, Alternative Marketing).
- Appreciate the importance and role of the IMC Promotional Tools (Database and Direct Response Marketing & personal Selling, Sales Promotion, Public Relations & Sponsorship programs).
- Study IMC ethics, regulation, and evaluation.
- Design, develop, implement and evaluate IMC campaigns.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Appreciate the nature of IMC, its components and emerging trends in marketing communications.
2. Appreciate the importance of the branding process, corporate image and brand image.
3. Evaluate the complexity of buyer behaviour and the recent trends and developments in the consumer buying environment.
4. Assess the stages of the IMC Planning process.
5. Assess the IMC Advertising Tools, Advertising Campaign Management, Advertising

Design and Traditional Media Channels).

6. Evaluate the role and importance of Digital and Alternative Marketing (Digital Marketing, Social Media, Alternative Marketing).
7. Appreciate the role of the IMC Promotional Tools (Database and Direct Response Marketing & Personal Selling, Sales Promotion, Public Relations & Sponsorship programs).
8. Study IMC ethics, regulation, and evaluation.
9. Design, develop, implement and evaluate IMC campaigns.

Course Content:

PART ONE: THE IMC FOUNDATION

1. Introduction to Integrated Marketing Communications (IMC) (Chapter 1): IMC involves the coordination of the various elements of marketing and communication programs including advertising into a “one look, one voice” approach.
2. Brand Management (Chapter 2): the chapter explores several brand related issues such as how a brand’s image affects consumers and other stakeholders, the elements involved in identifying, creating, rejuvenating, or changing a brand’s image, how are brands developed, built, and sustained in order to build brand equity and how brands are managed in international markets.
3. Buyer Behaviour (Chapter 3): the chapter explores among other issues some of the core models of how individuals evaluate purchasing alternatives, what trends are affecting the consumer buying environment, and how can a company overcome international differences when adapting to buying processes.
4. The IMC Planning Process (Chapter 4): after reading this chapter the students will be able to understand why marketing research is critical to the IMC planning process and the important role played by Market Segmentation, Targeting and Positioning in the IMC planning process.

PART TWO: IMC ADVERTISING TOOLS

5. Advertising Campaign Management (Chapter 5): after studying the chapter the students will be able to understand the theoretical context of the advertising management process, why companies employ an external advertising agency and how they select them, the key advertising campaign parameters and the implications of advertising management in the global arena.
6. Advertising Design (Chapter 6): the chapter sheds light onto how message strategies are used in developing effective advertisements, the seven main types of advertising appeals, the role of the executional framework in advertising design and the importance of sources and spokespersons in the advertising design.
7. Traditional Media Channels (Chapter 7): The chapter discusses the media strategy, the elements and individuals involved in media planning, the primary advertising objectives, the advantages and disadvantages of each traditional advertising mediums and how the marketing team uses the media mix to increase advertising effectiveness.

PART THREE: DIGITAL AND ALTERNATIVE MARKETING

8. Digital Marketing (Chapter 8): the chapter explains the nature of digital marketing, explains how Web 4.0 affected the field of marketing communications, how e-commerce programs and incentives build a stronger customer base and overcome consumer concerns, describes the digital strategies that marketing professionals employ and the types of web advertising that companies use to reach consumers.
9. Social media (Chapter 9) and Alternative Marketing (Chapter 10): after reading chapter 9, students will understand what constitutes social network, what are the unique characteristics of primary social media websites, the key social media marketing strategies employed by companies and how can marketers use social media strategies in international operations. Chapter 10 aims to explain buzz marketing, guerilla marketing, lifestyle marketing and experiential marketing and how these can enhance the marketing communication program. The chapter also explores the emergence of video game advertising in marketing communications and the ways in which brand communities can enhance brand loyalty and devotion.

PART FOUR: IMC PROMOTIONAL TOOLS

10. Database and Direct Response Marketing and Personal Selling (Chapter 11): the chapter explores the role database marketing lays in creating and enhancing relationships with customers, how database-marketing programs create sales and build bonds with customers, and which tasks are involved in successful personal selling programs for consumers and businesses.
11. Sales Promotions (Chapter 12) and PR & Sponsorship Programs (Chapter 13): Chapter 12 explains the key differences between consumer promotions and trade promotions, the ways in which the various types of consumer promotions help to pull customers into stores and push products onto the shelves and eventually end users. Chapter 13 explores the relationships between public relations and the marketing activities that are performed by a company, how PR functions can build better relationships in internal and external stakeholders, the ways in which marketers tie sponsorships to PR efforts to strengthen a customer base and the roles event marketing plays in creating customer excitement and brand loyalty.

PART FIVE: IMC Ethics, Regulation, and Evaluation

12. Regulations and Ethical Concerns (Chapter 14): the chapter explains which laws and agencies regulate marketing communications, the ethical criticisms that have been registered against advertising and marketing practices and the marketing tactics that raise ethical concerns.

Learning Activities and Teaching Methods:

Lectures, case study analysis, in-class exercises and discussion, homework exercises, videos, academic journal articles.

Assessment Methods:

Final Exam, Midterm Exam, Project, Homework Exercises, Participation

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Integrated Advertising, Promotion and Marketing communications, 8 th Ed.	Clow, K.E. and Baack, D.	Pearson	2018	10:1-292-22269-7 13:978-1-292-22269-1
Marketing communications: A European Perspective, 6th Ed.	De Pelsmacker, P., Geuens, M., and Van Den Bergh, J.	Pearson	2018	978-1-292-13576-2

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Advertising and Promotion: An Integrated Marketing communications Perspective, 12 th Ed.	Belch, G. and Belch, M.	McGraw-Hill	2021	13:9781260259315 10:1260259315
M: Advertising, 3 rd Ed.	William Arens and Michael Weigold	McGraw-Hill International Editions	2017	10:1260052206 13:9781260052206
M: Advertising, 3 rd Ed. (SmartBook)	William Arens and Michael Weigold	McGraw-Hill International Editions	2017	10:1259900096 13:9781259900099

Course Code	Course Title	ECTS Credits
MKTG-397	Marketing Information and Analytics	6
Prerequisites	Department	Semester
MKTG-291	Marketing	Fall/Spring
Type of Course	Field	Language of Instruction
Required	Marketing	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Dr. Yioula Melanthiou	2 nd , 3 rd or 4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Provide students with a thorough, in-depth knowledge of marketing research, and the marketing research process.
- Enable students to develop the necessary skills for systematic problem analysis and to translate management problems into the appropriate marketing research problems.
- Demonstrate how to design and execute a basic survey research project.

Learning Outcomes:

After completion of the course students are expected to have:

1. Understood the basic principles of Marketing research and how the marketing research process assists in offering valuable insight to decision makers (**INTRODUCTION**)
2. Evaluated the various research methods available and learned how and when to use them for gathering information (**DESIGNING RESEARCH STUDIES**)
3. Learned how to design good questionnaires, use correct measurement scales and apply sound sampling principles in order to gather valid and reliable information (**MEASUREMENT AND SAMPLING**)
4. Gained knowledge as to how to analyze research results and communicate results to decision makers and other stakeholders (**ANALYSIS AND REPORTING**)

Course Content:

<p>INTRODUCTION</p> <ol style="list-style-type: none"> 1. The Role of Marketing Research 2. The Marketing Research Process <p>DESIGNING RESEARCH STUDIES</p> <ol style="list-style-type: none"> 3. Qualitative Research 4. Secondary Data Research 5. Survey Research <p>MEASUREMENT</p> <ol style="list-style-type: none"> 6. Measurement and Attitude Scaling 7. Questionnaire Design <p>SAMPLING</p> <ol style="list-style-type: none"> 8. Sampling Designs and Sampling Procedures <p>ANALYSIS AND REPORTING</p> <ol style="list-style-type: none"> 9. Marketing Analytics 10. Communicating Research Results
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Learning Activities and Teaching Methods:

Faculty and Guest-Lectures Seminars, Class discussions, In-class Practical Exercises, Lab Sessions.

Assessment Methods:

Quizzes, Midterm Exam, Final Exam, Class Participation
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Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Lecture notes of Marketing Research, 5th Ed.	Babin, D'Alessandro, Winzar, Lowe and Zikmund	Cengage	2020	
Marketing Research, 5th Global Edition	Babin, D'Alessandro, Winzar, Lowe and Zikmund	Cengage	2020	9780170438964 ebook

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Digital Analytics for Marketing	Marshall Sponder, Gohar F. Khan	Routledge	2018	9781138190689 E-book 9781315640914
Marketing Analytics: Data-Driven Techniques with Microsoft Excel	Wayne L. Winston	Wiley	2014	9781118373439 E-book 9781118417300
Marketing Research: A Practical Approach	Kolb, Bonita M.	SAGE Publications Ltd	2008	E-book 9781118819647

Course Code	Course Title	ECTS Credits
MKTG-405	Media Planning	6
Prerequisites	Department	Semester
MKTG-291	Marketing	Fall / Spring
Type of Course	Field	Language of Instruction
Compulsory	Marketing	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Ria Nicoletti Morphitou	3 rd or 4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Explain the concepts and principles of Media Planning.
- Develop the necessary skills for planning an advertising media campaign.
- Develop an understanding of the complexity of Media Budgeting.
- Discuss media research and its importance in making strategic decisions.
- Apply the practical implementation of this knowledge to various business situations, industries and environments.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Identify the different range and characteristics of media.
2. Evaluate the effectiveness of different media in relation to advertising.
3. Design and budget a media plan.
4. Make strategic decisions.
5. Use their research skills relating to media and target audiences.
6. Effectively incorporate the results media research in planning.
7. Analyze different types of campaign planning – i.e. to consumers, to distributors or to the sales force of the organization – in relation to appropriate media and their capacity to reach these different target publics.

Course Content:

1. “Creative” and “Media” considerations in planning an advertising campaign.
2. Market weighting – weight of advertising to different market segments.
3. Preparation of a media schedule.
4. Analysis of media coverage, frequency, circulation, penetration and effectiveness in the context of an advertising campaign.
5. Basic characteristics of different media – The Press, Television, Radio, Outdoor, Cinema, the Internet.
6. Studying “quantitative” and “qualitative” media factors – audience size, cost, etc. or nature of coverage, atmosphere, context and impact, etc.
7. Planning an advertising campaign – “Multiple size campaigns” “Media Split” approach, etc.
8. Using available sources of information about target markets – JICNARS, JICRAR, etc.
9. Allocation of the advertising budget.
10. Feedback from target markets – how to assess results and analyse the cost-effectiveness of different media.

Learning Activities and Teaching Methods:

Lectures, Presentations, Practical Exercises and Assignments.

Assessment Methods:

Presentations (2), Midterm exam, Final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Advertising Media Planning, 7 th Ed.	Sissors Jack Z., Lincoln Buma	McGraw Hill	2010	978-007738903

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Media Planning & Buying in the 21 st Century	Geskey, R	The Wall Street Journal {Digital Membership}	2011	978-1456505301
Advertising Media Planning: A Brand Management Approach	Kelley, L., Sheeham, K.	Routledge	2015	978-0-76564089 978-1-31572057

Course Code	Course Title	ECTS Credits
MKTG-420	Neuromarketing and Artificial Intelligence	6
Prerequisites	Department	Semester
	Marketing	Fall / Spring
Type of Course	Field	Language of Instruction
Compulsory	Marketing	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle		4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Introduce the fundamentals of Neuromarketing and Consumer Neuroscience.
- Provide students with a comprehensive understanding of how brain science illuminates the processes of consumer thinking.
- Analyze how attention, emotion, memory and goals impact marketing and sales.
- Present new insights into consumer decision making and purchase behavior.
- Explain how neuromarketing is being used today in several business areas, including advertising, branding, product development and design, traditional shopping, and online shopping.
- Describe what neuromarketing measures.
- Analyze how neuromarketing changes the ways marketers need to think about persuasion and influence.
- Discuss the ethics of neuromarketing.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Explain how "intuitive consumers" differ from "rational consumers".
2. Analyze the nonconscious mechanisms that underlie consumer responses.
3. Describe how brain science illuminates the processes of consumer thinking.
4. Explain the pros and cons of different neuromarketing methodologies and technologies.
5. Analyze how neuromarketing measures capture signals from the body and the brain.
6. Explain how to incorporate neuromarketing into your marketing research program.

Course Content:

- Introduction to Neuromarketing and Consumer Neuroscience
- How Consumers Think
- The Neuromarketing Toolbox
- Senses and Perception
- Attention and Consciousness
- Emotions and Feelings
- Learning and Memory
- Wanting, Liking, and Deciding
- Consumer Aberrations
- Neuromarketing ethics and standards

Learning Activities and Teaching Methods:

Lectures, Presentations, Practical Exercises and Assignments.

Assessment Methods:

Project, Class Participation, Midterm exam, Final exam.

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Introduction to Neuromarketing & Consumer Neuroscience	Thomas Zoëga Ramsøy	Neurons Inc	2015	978-8799760206

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Consumer Neuroscience	Cerf, M. & Manuel Garcia-Garcia, M. (Editors)	The MIT Press	2017	978-0262036597

Course Code	Course Title	ECTS Credits
MKTG-493	Strategic Marketing	6
Prerequisites	Department	Semester
MKTG-291	Marketing	Fall/Spring
Type of Course	Field	Language of Instruction
Compulsory	Marketing	English
Level of Course	Lecturer(s)	Year of Study
English	Prof Alkis Thrassou	3 rd or 4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Present strategic marketing as a guiding philosophy and a critical process towards competitiveness and growth in the contemporary, incessantly changing and highly competitive business world.
- Strengthen and refine students' understanding of important marketing aspects, factors and forces; and to explicitly place them within the wider context of strategic marketing.
- Offer students a comprehensive understanding of strategic marketing, both as a management approach and as an explicit process.
- Familiarise students with the individual components and steps of the strategic marketing process; and to show their interrelationship and purpose.
- Allow students to approach a variety of problem situations commonly encountered in marketing management, and to help them handle these in a methodical and pragmatic manner.
- Teach students how to gather and organize the right information necessary to support all decisions regarding strategic marketing planning.
- Supply students with all the necessary knowledge towards analysing the business environment; and developing, implementing and monitoring a strategic marketing plan.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Explain the nature, role and importance of strategic marketing in the wider business context.
2. Identify and explain all the basic components and steps of the strategic marketing process;
3. Undertake an environmental analysis to identify and analyze the strengths, weaknesses, opportunities, and threats of an organization.
4. Effectively undertake a more detailed analysis of the critical parts of the marketing environment, such as target markets and competition.

5. Understand how information can and should properly be gathered and used to develop the marketing strategy.
6. Set strategic marketing objectives and design the appropriate marketing mix (4Ps) to achieve them.
7. Articulate and manage key marketing concepts, such as branding, towards strategic marketing aims.
8. Implement, monitor and control the strategic marketing plan; and evaluate its performance.

Course Content:

1. The strategic marketing imperative and challenges
2. Macro- and micro-environmental analyses
3. Understanding competitors
4. Understanding markets and customers
5. Strategic market segmentation, targeting and positioning
6. Setting strategic marketing objectives
7. Developing the strategic marketing mix – Product, Place, Price, Promotion
8. Developing strategic relationships and synergies
9. Strategic brand management

Learning Activities and Teaching Methods:

Lectures, discussions with class participation, practical group exercises, case studies, video and internet presentations, guest lecture(s).

Assessment Methods:

Project, Final Exam, Class Participation

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Lecture Notes	Alkis Thrassou			
Strategic Marketing, 10 th International Ed.	Cravens, D.W. and Piercy N.F.	McGraw Hill	2013	978-0071326230

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Strategic Marketing Management, 8 th Ed.	Alexander Chernev	Cerebellum Press, USA	2014	978-1936572199 1936572192
Marketing Leadership and Planning, 1 st Ed. E-book	Sekhon, Yasmin, Chartered Institute of Marketing	BPP Learning Media Ltd	2012	9781445391519 9781445376240
http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=805650&site=ehost-live				

Course Code	Course Title	ECTS Credits
MKTG-496	Consumer Behaviour	6
Prerequisites	Department	Semester
MKTG-291	Marketing	Fall/Spring
Type of Course	Field	Language of Instruction
Compulsory	Marketing	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Prof Alkis Thrassou	3 rd or 4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Explain the concept and appreciate the importance of Consumer Behavior.
- Present a historical perspective on Consumer Behavior Evolution.
- Analyze the Consumer Decision Processes.
- Discuss the factors and forces affecting Consumer Behavior.
- Explain to segment, analyse and comprehend consumer segments and their behavior.
- Critically examine and evaluate consumer Needs, Beliefs, Attitudes and Intentions.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Analyse, interpret and predict consumer behavior, and correspondingly describe and prescribe it using individual and environmental factors' profile of the individual consumer or segment - Students learn the concept and role of consumer behavior in marketing, become familiar with the many individual and environmental factors affecting consumer behavior, and reversely learn how to predict behavior through knowledge of these factors.
2. Use consumer behavior analysis towards practical market segmentation and effective consequent targeting - Students learn how to segment the market in ways more in-depth and complicated than usually taught e.g. segmentation and consequent behavioral traits depending on psychographic profile, attitudes, beliefs, feelings, generation, culture and more.
3. Apply consumer behavior analysis towards understanding the 'wants' and underlying 'needs' of targeted customers - Students become familiar with the underlying psychological factors that define consumer behavior, their manifestation into consumer wants for goods and services and the consequence of this on marketing.
4. Utilize consumer behavior knowledge within the wider marketing planning process - Students learn how to utilize their knowledge on consumer behavior towards the various marketing planning functions such as the development of the marketing mix.

5. Analyse the behavior of consumers in a fragmented fashion and in relation to the seven-step consumer decision process - Students extensively deal with the seven step consumer decision process in order to understand the various aspects of decision making involved (need recognition, information search, alternatives evaluation, purchase, consumption, post-consumption evaluation, divestment).
6. Place and appreciate the role and importance of consumer behavior analysis, not only in the business context, but also in the wider social, cultural and economic ones - Students deal with the matter of consumer behavior in a manner that transcends mere business functions to view the consumer and its science in a social, economic and cultural context. Consumer behavior is in fact also provided as the means to comprehending individual behavior in modern societies and not only.

Course Content:

1. **Consumer Behavior's Concept, Role and Importance:**
The subject introduces students to the frame of thinking of CB, its importance to businesses and society in general, and the ways that permeates marketing science.
2. **Consumer Behavior's Evolution, Application and its Social Context:**
The subject expands from the business context and into a socio-economic one, including the rights of consumers, the importance of consumer education in contemporary societies, the ever-increasing identification of the individual with its consumer's role and more.
3. **The Consumer Decision Making Process:** (Need Recognition, Information Search, Evaluation of Alternatives, Purchase, Consumption, Post-purchase Evaluation, Divestment)
The subject approaches consumer behavior in a methodical and relatively chronological fashion and in the context of a single process: the seven-step consumer decision process. This allows students to understand consumer behavior through individuals' everyday behavior and also to see how marketing is interested in every aspect of this behavior
4. **Individual Determinants of Consumer Behavior:**
The subject investigates how CB is affected by factors relating to the individual itself, such as profession, income, education, belief, values, life-stage and others.
5. **Environmental Influences on Consumer Behavior:**
The subject investigates how consumer behavior is affected by factors relating to the wider environment within which the individual exists, such as culture, religion, family, peers etc.
6. **Influencing Consumer Behavior:**
The subject effectively touches upon the more practical aspects of consumer behavior knowledge and its utilization towards meeting marketing objectives by affecting the behavior of consumers to the degree that this is possible.

Learning Activities and Teaching Methods:

Lectures, discussions with class participation, practical group exercises, case studies, video and internet presentations, guest lecture(s).

Assessment Methods:

Assignment, Presentation and Q&A Session, Final Exam, Class Participation

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Consumer Behavior, 11 th Ed.	Michael R. Solomon	Prentice Hall	2015	9780133472233

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
International Consumer Behavior in the 21st Century - Impact on Marketing Strategy Development	ACoskun Samli	Springer	2013	9781461451242 (Print) 9781461451259 (Online)
http://link.springer.com/book/10.1007/978-1-4614-5125-9				
Consumer Marketing 2014-2015	Miller, R.K.; Washington, K.D.; Richard K. Miller & Assoc.	Richard K. Miller & As.	2014	9781577831952 9781577832089
http://search.ebscohost.com/login.aspx?direct=true&db=nlebk&AN=715063&site=ehost-live				



PART III. REVISED COURSE DESCRIPTIONS

Course Code	Course Title	ECTS Credits
ACCT-111	Accounting II	6
Prerequisites	Department	Semester
None	Accounting	Fall/Spring
Type of Course	Field	Language of Instruction
Required	Accounting, Business	English/Greek
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr. Katerina Morphi	1 st
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Provide an in-depth understanding of accounting for inventory, cash, receivables, fixed assets and current liabilities for a sole proprietorship.
- Expose students to partnerships and accounting for partnerships.
- Expose students to corporations and accounting for corporations.
- Introduce the Statement of Cash Flows.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. **Be able to deal with the accounting issue that arises when identical units of merchandise are acquired at different unit costs during the period.**
(Students should be able to describe, compare and contrast the two inventory cost flow assumptions and how they impact the income statement and balance sheet; determine the cost of inventory under the perpetual and periodic systems, using FIFO, and average cost methods; describe and illustrate the reporting of merchandise inventory in the financial statements)
2. **Describe and illustrate the application of internal controls to cash.**
(Students should be able to describe the nature of a bank statement and its use in controlling cash; describe and illustrate the use of a bank reconciliation in controlling cash; describe and illustrate the reporting of cash and cash equivalents in the financial statements)
3. **Prepare an aging classification of receivables and be able to account for uncollectible receivables.**
(Students should be able to describe and compare the direct write off method and the allowance method for accounting for uncollectible receivables; describe the methods used

to estimate uncollectibles under the allowance method; describe the nature, characteristics, and accounting for notes receivable; describe the reporting of receivables on the balance sheet)

4. **Be able to account for fixed and intangible assets.**

(Students should be able to define, classify, and account for the cost of fixed assets; compute depreciation of fixed assets using straight line, double-declining and units of production method; account for the disposal or trade-in of fixed assets; describe the accounting for intangible assets; describe the reporting of fixed and intangibles on the balance sheet and depreciation expense on the income statement)

5. **Develop the ability to account for current liabilities and payroll.**

(Students should be able to describe and illustrate current liabilities related to accounts payable, current portion of long-term debt, and notes payable; determine employer liabilities of payroll, including liabilities arising from employee earnings and deductions from earnings; describe the accounting treatment for contingent liabilities)

6. **Describe and illustrate accounting for partnerships.**

(Students should be able to describe the basic characteristics of partnerships; describe and illustrate the accounting for forming a partnership, for dividing the net income and the net loss of a partnership, for partner admission and withdrawal, and for liquidating a partnership; prepare the statement of partnership equity)

7. **Describe and illustrate accounting for corporations.**

(Students should be able to describe the nature of the corporate form of organization; describe and illustrate the characteristics of stock, classes of stock, and entries for issuing stock; account for cash and stock dividends and for treasury stock transactions; describe and illustrate the reporting of stockholders equity)

8. **Prepare a Statement of Cash Flows.**

(Students should be able to summarize the types of cash flow activities reported in the statement of cash flows and prepare a statement of cash flows using the indirect and direct method)

Course Content:

1. Inventories
2. Internal Control, and Cash
3. Receivables
4. Fixed Assets and Intangible Assets
5. Current Liabilities and Payroll
6. Accounting for Partnerships and Limited Liability Companies
7. Corporations: Organization, Stock Transactions, and Dividends
8. Statement of Cash Flows

Learning Activities and Teaching Methods:

Lectures, In-Class Exercises, In-Class Discussions and Homework.

Assessment Methods:

Assignments, Quizzes, Mid-Term Examination, Final Examination

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Fundamental Accounting Principles	Wild and Shaw	McGraw Hill	2019	9781259916960

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Accounting Principles, 13 th Ed.	J. J. Weygandt, P. D. Kimmel, D. E. Kieso	Wiley	2018	9781119411017

Course Code	Course Title	ECTS Credits
ACCT-211	Managerial Accounting	6
Prerequisites	Department	Semester
ACCT-111	Accounting	Fall/Spring
Type of Course	Field	Language of Instruction
Required/Elective	Accounting/Business	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr Melpo Iacovidou	2 nd
Mode of Delivery	Work Placement	Corequisites
Face-to-Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Introduce students to the area of managerial accounting and to fundamental managerial accounting concepts.
- Expose students to methods and techniques needed by managers for performing functions such as planning, controlling, directing and motivating and decision making.
- Provide students with knowledge for performing functions such as planning, decision making and controlling.
- Expose students to basic cost terminology and discuss the various costing systems.
- Provide students with knowledge for cost analysis, CVP analysis, budget preparation and basic costing.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Critically assess the importance and role of managerial accounting in the business environment.
2. Critically compare and evaluate the nature of costs, their classification and their behavior.
3. Utilize cost behavior for cost estimation.
4. Perform a cost-volume-profit analysis.
5. Apply profit planning by developing a Master Budget.
6. Assess the importance and role of costing.
7. Utilize costing systems.

Course Content:

- Introduction: Managerial Accounting and the Bus. Environment
The work of management and the need for managerial accounting information
Financial and managerial accounting comparison
Organizational structure
Ethics in business – Corporate governance
- Cost Terms, concepts and classifications Cost classification on the financial statements
Cost classification for predicting cost behaviour
Cost classification for assigning costs
Cost classification for decision making
- Cost behavior: Analysis and use
Variable and fixed costs
True variable versus step-variable costs
Types of fixed costs
Analysis of mixed costs contribution income statement
- Cost-volume – Profit Relationships
Contribution margin and ratio
CVP relationships-CVP relationships in graphical form
Applications of CVP concepts-Break Even analysis
CVP considerations in choosing a cost structure Sales mix
- Profit Planning Budgeting Framework
Preparing the Master budget. The pro-forma financial statements
- Job costing and Process Costing
Accounting for job costing: the flow of cost and entries
Predetermined overhead rates (single and multiple)
Over and under applied overhead
Equivalent units of production-Computation of costs. Production report
- Relevant costing
Cost concepts for decision making
Identifying relevant costs

Learning Activities and Teaching Methods:

Lectures, Case Study Analysis and Discussion, In-Class Exercises and assignments

Assessment:

Final Examination, Mid-Term, Quizzes, Assignments, Homework

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Lecture Notes: Teaching and Learning Materials	Dr Melpo Iacovidou	Available in Moodle	Updated every academic year	

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Financial and Managerial Accounting	Jan Williams, Susan Haka, Mark Bettner, Joseph Carcello	McGraw-Hill US Higher Ed ISE	2020	EBOOK ISBN 9781260590470
Available through: https://ebookcentral.proquest.com/lib/nicosia/detail.action?docID=6212738				
Managerial Accounting: MIDDLE EAST EDITION, 14th Edition	Ray Garrison, Eric Noreen, Peter Brewer	McGraw-Hill Education (UK) Ltd.	2012	ISBN 13: 9780077151836
e-Book: http://www.coursesmart.co.uk/0077151836#extendedisbn				
Managerial Accounting, 13th	Garrison, Noreen	McGraw Hill	2012	978-0-07-017044-5
Τεχνικές & Διαχείριση Κόστους: Βάση για Λήψη Επιχειρηματικών Αποφάσεων	Needles, Powers, Crosson [Ελληνική Επιμέλεια Σώρρος]	BROKEN HILL PUBLISHERS LTD	2017	978-9963-258-82-6
Διοικητική Λογιστική	Garrison, Noreen [Ελληνική Επιμέλεια, Θερίου]	Κλειδάριθμος	2005	960-209-930-5

Course Code	Course Title	ECTS Credits
BADM-234	Organizational Behavior	6
Prerequisites	Department	Semester
None	Management	Fall/Spring

Type of Course	Field	Language of Instruction
Required	Business Administration	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Ria Nicoletti Morphitou	2 nd
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Provide an introduction to the field of Organizational Behavior (OB).
- Make students appreciate the role that individuals, groups and systems have on behavior in organizations.
- Improve students' skills in analyzing data for the purpose of resolving issues directly related to OB.
- Develop a range of core (or transferable) skills, including communication, problem-solving, researching and writing.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Differentiate between dependent and independent variables in OB and have a basic knowledge of key relationships between them.
2. Appreciate the role that individual characteristics, personality and values have on behavior in organizations.
3. Discuss attitude measurement and job satisfaction characteristics.
4. Summarize and discuss perceptions, learning, individual decision and motivation theories.
5. Discuss foundations of group behavior.
6. Communicate in teams and organizations.
7. Appreciate the role of communication.
8. Define leadership and analyze key related theories.
9. Explain the dynamics of conflict and negotiation.

Course Content:

1. What Is Organizational Behavior?
2. Foundations of Individual Behavior
3. Personality
4. Values, Attitudes, Perception
5. Perception and Individual Decision Making

- | | |
|-----|--------------------------------------|
| 6. | Motivation Concepts and Applications |
| 7. | Foundations of Group Behavior |
| 8. | Communication |
| 9. | Conflict and Negotiation |
| 10. | Emotions |
| 11. | Stress management |
| 12. | Job Satisfaction |

Learning Activities and Teaching Methods:

PowerPoint Lectures, discussion, practical exercises, class activities.

Assessment Methods:

Group Presentations, Mid-Term, Final Examination
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Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Organizational Behavior, 18 th Edition	Robbins, P. Stephen & Timothy A. Judge	Prentice-Hall	2019	9780134729329
Organizational Behavior, 15 th Edition (E book)	Robbins, P. Stephen & Timothy A. Judge	Prentice-Hall	2013	ISBN13: 9780273765400 ISBN10: 027376540X

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Organization Development: A Process of Learning and Changing, 3 rd Ed.	W. Warner Burke, Debra A. Noumair	Pearson Publications	2015	ISBN13: 9780133892628



Course Code	Course Title	ECTS Credits
BADM-439	Senior Simulation in Business	6
Prerequisites	Department	Semester
ECON-261; ECON-262; MATH-220; ACCT-111	Finance and Economics	Fall/Spring
Type of Course	Field	Language of Instruction
Required	Business	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Marios Christou	3 rd or 4 th
Mode of Delivery	Work Placement	Corequisites
Face to Face	N/A	None

Course Objectives:

The main objectives of the course are to:

- Offer an acknowledgement of the business world and how it operates.
- Study business problems integrating accounting, economics, management and marketing issues.
- Analyze the objectives of the firm using managerial tools and methods.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Provide an overview of the business environment and how it operates in a comprehensive approach.
2. Use managerial methods and tools to plan and control the business.
3. Perform a holistic business analysis underlying accounting, economics, management, finance and marketing issues.
4. Use quantitative analysis in business planning.

Course Content:

1. Introduction to business planning, objectives and techniques.
2. Development of a business plan.
3. Work in groups to set up a new business start-up plan.
4. Present the plan to a group of venture capitalists to secure funding for the business proposal.

Learning Activities and Teaching Methods:

Tutorials, Person to person tuition, Use of techniques and business spreadsheets, Presentation.

Assessment Methods:

Continuous evaluation, Final presentation, Report preparation

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
The Secrets to Writing a Successful Business Plan: A Pro Shares a Step-By-Step Guide to Creating a Plan That Gets Results	Hal Shelton	Summit Valley Press	2014	978-0989946001

Course Code	Course Title	ECTS Credits
MGT-281	Introduction to Management	6
Prerequisites	Department	Semester
None	Management	Fall/Spring
Type of Course	Field	Language of Instruction
Required	Management	English
Level of Course	Lecturer(s)	Year of Study
1 st Cycle	Dr. Marlen Demetriou	2 nd
Mode of Delivery	Work Placement	Corequisites
Face to Face	In class	None

Course Objectives:

The main objectives of the course are to:

- introduce students to the basic concepts and functions of management;
- explain a range of important management processes, which can be used to support the main management functions;
- assist students understand the nature of the external environment and its effect on the organization;
- stress the systemic nature of organizations;
- help students appreciate the importance of human resources in organizations;
- discuss team work in organizations and becoming effective team players;
- familiarize students with a number of decision-making methods and tools;
- develop students' analytical, critical thinking and interpersonal skills and offer them the opportunity to actively engage in debates on contemporary management issues.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Recognize the importance of management both as an occupation and as a universal human activity.
2. View organizations as complex social systems.
3. Compare and contrast the divergent and often conflicting interests of the various stakeholders.
4. Differentiate between the basic management functions of planning, organizing, leading and controlling.
5. Distinguish between the need for effectiveness and the need for efficiency in organizations.
6. Compare and critique different management approaches and demonstrate how these can help organizations to meet their goals.

7. Formulate appropriate decision-making models and use them to propose policy alternatives.
8. Investigate good management practices in contemporary organizations.
9. Participate in debates on controversial management issues and form and defend a position.

Course Content:

Organisations and stakeholders

(Introduction to organisations. Main organisation types. Organisations as complex human activity systems. Internal vs external stakeholders)

Management and managers

(Introduction to the basic management concepts and functions. Management as an occupation and as a universal human activity. The role of managers in organisations and the different management levels)

Planning

(The planning function of management. The micro and macro external environment. Strategic plans vs operational plans. The strategic management process. Porter's five-forces model. PESTEL analysys. SWOT analysis)

Decision making

(The decision making process. Strategic vs operational decisions. Programmed vs non-programmed decisions. Decision making under conditions of risk and uncertainty. Decision making tools)

Strategy

(Formulating strategy. The grand strategies of growth, stability, retrenchment and combination. Porter's competitive strategies)

Organisation structure

(The organising function of management. Organisation design. Formal vs informal structure. Organisation charts. Work specialisation. Chain of command. Authority and power. Responsibility and accountability. Delegation. Span of control. Centralisations vs decentralisation. Departmentalisation. Mechanistic vs organic structures. Vertical vs horizontal communication)

Human resource management

(The role of the HR function in organisations. Human resource planning. Recruitment and selection. Job orientation. Training and development. Performance management. Compensation administration. Employee benefits. Gender and diversity)

Managing change

(The changing external environment. The systemic nature of organisations and organisational change. Internal vs external change agents. Change resistance. Techniques for reducing change resistance)

Motivation

(The leading function of management. Classic motivation theories – Maslow’s hierarchy of needs theory; McGregor’s theory X and theory Y; Herzberg’s two-factor theory. How to motivate employees in the workplace)

Communication

(The communication process. Types of communication. Effective communication. Barriers to effective communication. Communication and technology)

Work teams

(Organisation behaviour. Individual behaviour vs group behaviour. Personality and perception. Working in groups. Work teams. Characteristics of high performance teams. Turning individuals into effective team players)

Performance measurement

(The controlling function of management. Measuring performance. The controlling process. Concurrent vs feedback control. Technology and control)

Learning Activities and Teaching Methods:

Lectures, group work, case studies, solving problems in class, guest speakers, homework and background reading.

Assessment Methods:

Homework, Assignments, Mid-Term, Final Examination

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Management – An Introduction, 7 th Ed.	David Boddy	Pearson Education	2017	9781292088594

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Management – An Introduction, 6 th Ed.	David Boddy	Pearson Education	2014	9781292004389 Ebook
Essentials of Management – A Concise Introduction	David Boddy	Pearson Education	2012	9780273739289

Course Code	Course Title	ECTS Credits
MGT-450	Quality Management	6
Prerequisites	Department	Semester
MGT-281	Management	Fall/Spring
Type of Course	Field	Language of Instruction
Compulsory	Management	English
Level of Course	Lecturer(s)	Year of Study
1st Cycle	Dr. Alexandros Antonaras	4 th
Mode of Delivery	Work Placement	Co-requisites
Face to Face	N/A	None

Course Objectives:

In recent years, Quality has become a strategic issue for enterprises and organizations everywhere and is seen by them as a competitive advantage. Quality Management education is the main driver of cultural change programs, and influences the organizational climate and style of management.

The main objectives of the course are to:

- Understand key concepts and the evolution of TQM movement;
- Understand quality as a strategic tool;
- Understand process improvement tools and quality management standards;
- Appreciate the use of the various Quality Improvement tools;
- Appreciate the benefits of the Quality Award Assessment models.

Learning Outcomes:

After completion of the course students are expected to be able to:

1. Define Quality and quality management.
2. Describe the evolution and the development of Quality theory throughout the years.
3. Name the key Quality theories and match them to the appropriate quality gurus/scholars.
4. Analyse customer's view on quality and expectations.
5. Explain the importance of using International Quality standards such as ISO: 9001.
6. List and explain the most important Quality Award Driven Assessment Models and explain how they assist in performance and quality improvement.
7. Define process management and use SPC for improving business processes.
8. Explain the importance of quality auditing and the various tools and techniques for effective auditing.
9. Explain the concept of quality costs and outline the three most important models for measuring the cost of quality.

Course Content:

1. Introduction to Quality
2. Total Quality in Organisations
3. Quality Management Philosophies
4. Quality Management Systems & Quality Awards
 - a. ISO9001
 - b. EFQM
 - c. MBNQA
5. Focusing on Customers
6. Leadership and Strategic Planning
7. Process Management
8. Statistical Process Control
9. Quality Auditing
10. Economics for Quality
 - a. PAF Model
 - b. Process Cost Model
 - c. CIMA Model
11. Building and Sustaining TQ Organisations

Learning Activities and Teaching Methods:

Lectures, In-Class discussion, In-Class exercises.

Assessment Methods:

Attendance/Participation/Coursework, Mid-Term Exam, Final Exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Quality Management : Tools, Methods and Standards	Marco Sartor Guido Orzes	Emerald Publishing Limited Bingley, UK	2019	9781787698048. 9781787698017 9781787698031 eBook Collection (EBSCOhost)
Senior Management and Quality	Fin Rooney	Quality Press Milwaukee, W:	2018	9780873899659. 9781953079138 eBook Collection (EBSCOhost)

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Exploding the Myths Surrounding ISO9000 : A Practical Implementation Guide Chapter 1 (pages 17-32) Chapter 6 (pages 126-151)	Andrew Nichols	Ely: IT Governance Publishing	2013	E-book available
Organisational Excellence through Total Quality Management: A practical Approach Chapter 7 (pages 71-83) Chapter 11 (pages 125-142) Chapters 25-26 (pages 293-322)	Lal H.	New Age International	2008	E-book available
Total Quality Management: Text and Cases Chapter 3 (pages 74-109) Chapter 20 (pages 638-674)	Shridhara Bhat	Himalaya Publishing House	2010	E-book available