

## Course Catalogue for Erasmus students - 2020/21/2

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### SKIB101 Academic Skills 1

ECTS credits: 4

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#### Aims of the module

To equip students with the essential study skills required for successful study in a university environment. To enable students to understand the importance of independent learning in higher education and to develop their reading and writing skills, using appropriate strategies, for collecting information, organising ideas, planning writing and structuring paragraphs.

#### Indicative assessment scheme

Coursework: 100 Exam: 0

#### Indicative content

- Learning styles
- Self management (time management, reflective skills)
- Basic research skills - Selecting and using on-line and off-line sources
- Reading effectively
- Taking control of the writing process
- Developing paragraphs

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### SKIB109 Academic Skills 2 (BU4)

ECTS credits: 4

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#### Aims of the module

Building upon the Academic Skills 1 module, the module further develops processing (critical reading and thinking) and productive (critical writing) skills. Students will have the opportunity to apply their writing, referencing, and information management skills to a more extended research paper with a view to preparing them to successfully complete written assignments in other courses of their programme. Because the ability to critically assess, advance, and substantiate claims is central to participating both in a tertiary education and in a real-life business context, emphasis will be placed on identifying, analysing, and evaluating the arguments put forward in sources located by the student and the ways in which these may be used to support a coherent argument and on communicating effectively both in a written and an oral form.

#### Indicative assessment scheme

Coursework: 100 Exam: 0

#### Indicative content

- Finding and evaluating sources of evidence
- Critical selection, interpretation, and noting of source material
- Identifying cogent arguments, fallacious arguments, and non-arguments
- Recognising underlying assumptions and implicit arguments

**Aims of the module**

To introduce students to the use of accounting information for both external and internal purposes. Students will be made familiar with the basics of financial accounting and the requirements of external reporting. Following this a detailed introduction to management accounting will be offered, which aims to develop students' understanding of the role of accounting in the management of a business organisation and the techniques used in assisting the management of organisations in planning, control and decision-making activities. Students will also be given an opportunity to apply the techniques learnt on the module.

**Indicative assessment scheme**

Coursework: 60 Exam: 40

**Indicative content**

- Accounting: External and Internal Needs
- The Balance Sheet and the Double Entry Bookkeeping Principle
- The Income Statement and the Statement of Changes in Equity
- Cost Accounting – Cost Classification, Definitions
- Cost Allocations, Absorption and Marginal Costing, ABC Costing
- Cost-Volume-Profit Analysis
- Standard Costing and Variance Analysis

**Aims of the module**

Building on basic techniques covered in previous modules, this module aims to deepen knowledge and understanding of more advanced financial accounting concepts and principles. Based on current accounting practice and regulations students will have the opportunity to apply this understanding by preparing and interpreting financial reports in a practical context. The module concentrates on international developments and aspects and introduces the techniques of group accounting.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Financial Reporting: evolution of international standards and conceptual framework
- Consolidated accounts
- Tangible and Intangible Assets, Leasing
- Working Capital: Inventories and construction contracts
- Changes in Equity, Other Comprehensive Income
- Financial Instruments
- Revenues
- Taxation in company accounts

**Aims of the module**

To give students a systematic understanding of the international politics of Asia. Specific knowledge of the political systems and international relations of the region will be delivered with an emphasis on explaining processes of change. An understanding of politics in cultural terms will also be provided.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- The traditional and the modern Asia
- Asian religions and political culture
- Twentieth Century South-, Southeast- and East-Asia
- Regionalism in Asia
- Global players in the region
- The role of the US and the EU

**Aims of the module**

To introduce students to the business function and structure of the banking industry and extending that knowledge to management of financial risk. The module also aims to facilitate analysis of the operation of commercial banks, to identify different strategies determining different sizes, goals, customer and business bases. Students will also be enabled to identify the financial risks that can emerge through the nature of the business and to recognise similar risks existing in normal trading and manufacturing organisations. Students will also be given the opportunity to study management issues involved in avoiding substantial losses made as a result of inadequate financial management. As such the course will be of practical use to those students entering the Financial Services industry as well as users of the services of that industry. The underlying emphasis in the teaching will be based on providing an understanding of the theoretical foundations thus linking into economics, investments, trade and risks.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Bank Strategy and Organisational Structures
- Financial Structures of Banks and Operating Performance for Financial Institutions
- Management of Financial Risks
- Financial Risk Exposures and Management
- Capital Adequacy: Measures, Rules and Their Effects
- Credit Risk
- Quantifying and Reporting of Financial Risks

**Aims of the module**

To enable students to compare and contrast the fields of psychology and economics: psychology giving an insight into the laws of human behaviour, whereas economics formalizes the rules and models the actors' behaviour; To provide clarification of the intersection of psychology and economics To deliver understanding of how behavioural (psychological) factors moderate the microeconomic models in explaining decisions.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- The link between psychology and economics
- Bounded Rationality
- Preferences, Choice and Utility and the Prospect Theory
- Heuristics, Context and Biases
- Intertemporal Decision Making and Procrastination
- Emotion, Affect and Social Psychology
- Relative Considerations, Social Preferences, Justice and Happiness
- Anomalies—Inconsistencies with Mainstream Economic Theory

**Aims of the module**

To enable students, through teaching the basic concepts and theoretical frameworks of Business Ethics and analysing a variety of ethical dilemmas and wrongdoings, to critically evaluate individual and organisational behaviour and business processes from an ethical perspective. In so doing the module hopes to nurture the development of future ethical managers capable of acting with integrity and contributing to managing responsible organisations.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Ethical issues in Business Ethics: the organisation and its external environment
- Individual and organisational values shaping behaviour
- Ethical decision-making
- Theoretical frameworks of Business Ethics
- Managing ethical companies and the benefits of ethical behaviour

**Aims of the module**

Writing a business plan is a key step to business development or entrepreneurial processes. The key aim of this Module is to deliver understanding of how to write a comprehensive business plan and provide an opportunity to do so. Students will be guided through the activities fundamental to this activity such as: substantial research and analysis work; examination, evaluation and organization of related materials; and structuring and presenting the findings. Students will then get the opportunity to present the plan in class.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Introduction, 5 reasons why you need a Business Plan
- Business planning in practice Market Analysis
- Market research and Industry Analysis
- Marketing Plan (including products and services)
- Operations (including Management and ownership)
- 1st Consultation
- Financial Planning
- Financing and financial analysis
- 2nd Consultation
- Completing the Business Plan
- Pitch training
- Group Presentations
- Final Presentation of the Business Plan

**Aims of the module**

To introduce some of the core issues in strategy and strategic management To develop strategic thinking To study and differentiate between various theories on strategy and to critically evaluate key strategic concepts. To develop a comprehensive understanding of decisions made about the businesses a company is engaged in and the competitive approaches that businesses may employ. To enable students to appreciate and analyse issues of organisational culture and structure as well as the contribution to stakeholders that inform strategic decision-making. To deliver an appreciation of the challenges involved in the implementation phase through a hands-on simulation experience.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Introduction to strategic management and stakeholders' expectations
- Strategic position: analysis of the external and internal environment
- Analysis of competitive advantage and business strategies
- Corporate and international strategies, organisational culture and structure
- Strategy development, implementation and evaluation

**Aims of the module**

to explore the conceptual foundations of current theories and practices dealing with the management of change to study and to recognize various forms of organizational changes to develop a comprehensive understanding of the change process to enable students to appreciate the importance of overcoming resistance to changes to acquaint students with the successful instruments and methods of managing changes to develop awareness and sensitivity to individual and organizational changes to deliver a basic understanding of change communication skills to study and enable students to differentiate between the tasks of managers and leaders in the change process

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Intro to Organizational Change. Models, Theories of Change (Classification), Analytical Approaches
- Transforming Organizations: Why Do Firms Fail? The Change Process. Role of Managers and Leaders.
- The Process of Implementation of Strategic Change. Organizational Change and Culture.
- Managing Resistance to Organisational Change (Force Field Analysis).
- Facilitating Personal Development within Organizations: Coping with Organizational Change.
- Concept and Practice of Learning (Holographic) Organizations. The Art of Change Communication.

**Aims of the module**

To develop students' business communication skills further To enable students to "fine-tune" their interpersonal communication skills To facilitate improvement in oral and written business communication expertise To familiarise students with aspects of both external and internal corporate communication channels To develop creativity, precision and eloquence in all business genres, skills of which are essential for effective managers To prepare students for the world of work by analysing various corporate communication modes and events

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Analysis of the environment of the communicative event (roles, aims, channels)
- Interpersonal communication skills and oral genres
- Planning, drafting and revising written business genres
- Credibility, tone, style and etiquette in positive, neutral and social business messages
- Applying creativity to internal and external communications
- Reworking messages for different aims and audiences

**Aims of the module**

To develop a comprehensive understanding of Management Consultancy (MC) processes and practices. The module focuses on the importance and benefits of management consultancy in the public and private sectors. Other aims: • to deliver a broad overview of the importance of management consulting in corporate life and to introduce the wider context and consulting process • to introduce the MC industry • to deliver a critical understanding of management consulting skills • to acquaint students with the most important forms, techniques and instruments of MC • to introduce in case studies and by role-playing the requirements and stages of MC in practice

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Market participants and services.
- The consulting process.
- Ethical aspects.
- Strategic consulting.
- Business process and project management consulting.
- Crisis consultancy.
- IT, HR, and career planning consultancy.
- Consulting for SMEs and start-ups.

**Aims of the module**

The aim of the module is to provide students with a contemporary and practical knowledge of human resource management. The module focuses on various tools used by HR practitioners to enhance the efficiency of the HR policy implementation in today's business environment.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- People Resourcing and HR Planning
- Job descriptions and Job evaluations
- Recruitment Tools
- Selection Tools
- Performance Management Tools and 360 degree feedback
- The HR Balanced Score-Card
- Coaching
- Succession planning
- HR Information Systems

**Aims of the module**

This module is designed for senior students who already have the knowledge and some experience to be able to critically observe the contemporary visual art world as it focuses on the mastering of highly critical thinking, the questioning of basic concepts and "truths" dictated by the art world. A selection of significant questions concerning the art world in the twenty first century will be addressed during the module, with the intention of encouraging students to examine in detail the tension, contradictions and discrepancies among different spheres of the art world.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Art theories, art criticism - formalism, Marxism, feminism, contemporary
- Museums and 'museumification'
- The contemporary art market

**Aims of the module**

The module aims to introduce students to the main theoretical concepts underlying the financial decisions of a firm, particularly those related to its financing and the use of its funds. Student learning will be facilitated by putting these issues into a practical context.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Introduction to risk and return
- Capital asset pricing model and weighted average cost of capital
- Debt policy; the Modigliani–Miller Theory
- How corporations issue securities and how to price these securities
- Basics of international financial management
- Basics of options

**Aims of the module**

The aim of this first year module is to provide an introduction to the different decision-making situations and to the various techniques used in them. The goal is to familiarise students with the context in which decisions are taken, to make them understand what uncertainty is and why it's important and how the quantity and scope of the information gathered impacts the quality of the actual decision making process.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- The decision making situation
- Decision matrix, decision tree, T-Charts and other tools
- Present, future and expected values
- Cost-benefit analyses
- Strategic situations, multi-person decisions
- Asymmetric information

**Aims of the module**

- become conversant with the principles and the history of development cooperation
- acquire basic knowledge about the main development institutions and their activities
- become familiar with the current development issues, policies and strategies
- know the basics of the development work and assistance flows

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- The Development Regime
- The Millennium Development Goals and the Sustainable Development Goals
- Concepts of Development Policy
- Multilateral Development Cooperation
- Humanitarian Aid

**Aims of the module**

To acquaint students with the major rules of behaviour in the international political, diplomatic and business life To develop understanding of customs and personal conduct of people in different countries/cultures To increase students' self-confidence in official, formal and informal contacts To facilitate efficient interpersonal communication and successful negotiations in business and/or diplomacy To familiarise students with the rules of protocol of public appearances To develop the skills necessary to organise protocol events

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Etiquette and protocol situations: state protocol, diplomacy, business, public life, everyday life
- Manners and etiquette in personal encounters. Etiquette of public appearance
- Personal encounters, titles and addresses. The role of national symbols in diplomacy
- Rules and practice of written diplomatic and business communications
- Protocol of standing and seated diplomatic events. Order of precedence, seating arrangements
- Preparations for diplomatic events

**Aims of the module**

This module aims to critically evaluate the complexities of managing a diverse workforce, and how diversity and inclusion (D&I) policies and practices can be implemented effectively in business organisations. The module looks at issues such as the meaning of equality and non-discrimination, diversity and inclusion, theories and concepts, dimensions of diversity such as gender, race and ethnicity, sexuality, age, disabilities and cultural background, the business case for D&I, and the links of diversity management initiatives to HRM, Global Talent Management, as well as Corporate Social Responsibility.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- What is equality, discrimination, diversity and inclusion? - Raising Awareness
- Understanding diversity in the labour market: labour market segregation and inequality
- Diversity in the workplace
- Theoretical and policy approaches to equality and diversity
- Planning and implementing diversity management at the workplace
- Diversity and organisational performance
- Linking Diversity Management to HRM, Global Talent Management, and Corporate Social Responsibility

**Aims of the module**

This module offers an opportunity to focus on and actively engage in the processes involved in the development of business ideas. The module will enable students to recognise and use the competences and skills needed for the start-up of a new business in a simulation exercise. The module will also provide students with understanding of how to finance a Micro Business or SME and how to prepare a business plan.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Module Introduction: The Entrepreneurial Perspective
- The Socio-Economic Context of Micro Businesses and Small Firms
- The Entrepreneurial Mind-Set
- The Business Idea and Opportunity Analysis
- Strategy of Micro Businesses and Small Firms
- Start-up: Theory, Practice and Policy
- Start-up: Making it Happen, the Role of Venture Capital
- Start-up: Control and Decision Making
- Developing the Business Plan
- SME and Micro Business Growth: Take-Off and Success
- Entrepreneurial Innovation

**Aims of the module**

To deliver a holistic understanding of the EU's institutional set up, decision-making mechanisms and the most important common policies. The module will also examine the challenges facing the EU now and in the future and the need for reforms. The module will also enable students to develop a critical approach towards the functioning and the policies of the EU.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Pre-history of European integration
- Developments on the basis of the Treaties (deepening) and enlargements
- The institutional set up and decision-making mechanisms of the EU
- The EU budget
- EU policies: competition policy, customs union, external trade policy, single market, etc.

**Aims of the module**

Introduce students to the basic concepts of film production, distribution and exhibition. Introduce students to the important institutions and the financial and legal environment of the field.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Introduction – the basic components and the legal environment of film industry
- International models of the motion picture industry – a historical overview
- Changing institutions: comparing recent production models
- Motion picture projects 1: from script to completion (preproduction, production, post-production)
- Motion picture projects 2: from finding sponsors to marketing, distribution and exhibition
- Financing a movie – sources, accounting, escrow

**Aims of the module**

The module will deliver the basic elements of finance needed by managers. It will cover the history of finance, personal finance, financial markets. Students will also be introduced to the concepts of Net Present Value and company-specific application of the financial budget.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- History of money
- Basic concepts of accounting
- Financial Analysis using financial Ratios
- Personal Finance
- Financial markets and financial instruments (basic valuation of bonds and stocks)
- Net Present Value and its applications
- Company specific application of the financial budget
- Company financing: funding options available

**Aims of the module**

To provide students with an understanding of how businesses operate and how accounting and finance functions support businesses in achieving their objectives. To develop an awareness in students of current issues in financial markets and the possible effect these may have on a business's finances.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Review and Detailed Analysis of Financial Statements
- Analysing Business Cash flows and their impact on Business Operations
- Liquidity and Business Planning
- Logic of DCF valuation and value drivers
- Project Analysis

**Aims of the module**

To develop a comprehensive understanding of the role of different financial institutions in financial intermediation. To study the similarities and differences among the functions and the business model of financial intermediaries and financial service providers. To deliver an understanding of the reasons for and the basics of regulation of different financial institutions.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Financial intermediation and financial markets - the big picture
- Banks: interactions and roles in the global economy
- Institutional investors: actors, roles and their real weight
- Investment service providers
- Introduction of exchanges, online platforms, new fintech developments and solutions
- Mortgage Market, Energy Commodity

**Aims of the module**

The aim of the Module is to provide the skills and knowledge necessary for students to analyse, interpret and criticise accounting information, both internal and external. The module aims to build on knowledge acquired previously and continue the discussion of accounting results in the dual structure already seen in the Accounting for Managers module, i.e. both financial and managerial accounting issues will be discussed in this module.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- The Elements of Financial Statements: Producers, Customers and the Caveats
- Financial Statement Analysis: What You Can Learn From Externally Published Accounts
- Relevant Costing for Decision-making
- Budgeting and Budgetary Control
- Performance Measurement

**Aims of the module**

Provide a methodological and theoretical foundation for international relations Highlight the evolution of international relations Encourage students to question the nature of the relations between states Investigate the reasons behind power and conflicts

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Actors and interests in international politics
- Foreign policy decision-making
- US, EU, Russian and Chinese foreign policy
- Economic and military parameters of power
- Emerging global Issues

**Aims of the module**

The purpose of this module is to provide an insight into how people can be effectively managed at work. Students will be encouraged to think about events occurring in organisations from a human resources perspective and to help develop strategies for managing these events. An understanding that there is no "correct" way of managing human resources in organisation will be delivered and that in fact there are alternative managerial approaches to particular areas of HRM. Students will be introduced to ways to analyse the various costs and benefits typically associated with any given approach.

**Indicative assessment scheme**

Coursework: 60 Exam: 40

**Indicative content**

- The Strategic Importance of Managing and Planning Human Resources
- Recruiting and Selecting Employees to Fit the Job and the Organisation
- Training and Developing a Competitive Workforce
- Conducting Performance Management and Designing Compensation Systems
- Managing Human Resources of Global Organisations

**Aims of the module**

Develop an understanding of the concepts, theories and explanatory practice of global political economy in relation to the major themes of the discipline. Enable students to analyse the interaction of international economic and political factors that shape the global economy. Develop a range of appropriate diagnostic/analytical skills to analyse the global economy.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Introduction to GPE - concepts, methods and theories
- Historical overview
- Global trade
- The global financial system
- Transnational production
- Global division of labour
- Economic development
- Global environmental change
- Global security and global governance

**Aims of the module**

The aim of the course is to present "change and continuity" in the historical development of states, looking in particular at three aspects: 1. economic change 2. political change and 3. social change.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Geographical discoveries, colonisation and Europe's rise
- Ethos changes: reformation and religious tolerance, scientific revolution
- Social changes: rule of law, modern democracy
- Rise of capitalism, industrial revolution
- War and peace times throughout history

**Aims of the module**

Hospitality management is a rapidly developing field. The aim of the course is to prepare students to become successful managers of hotels and resorts who perceive changes as opportunities rather than hurdles and who are well-equipped to make informed decisions in the context of international markets, operations, and economic conditions. Various management principles and techniques will be examined and evaluated as part of the learning experience.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Overview of the hospitality industry
- Managing crisis situations in the hotel industry
- Cultural challenges of international hotel management
- Profit maximization techniques
- From traditional to contemporary principles of management – Leadership in the 21st century

**Aims of the module**

The purpose of this module is to provide an insight into how people can be effectively managed at work. Students will be encouraged to think about events occurring in organisations from a human resources perspective and to help develop strategies for managing these events. An understanding that there is no "correct" way of managing human resources in organisation will be delivered and that in fact there are alternative managerial approaches to particular areas of HRM. Students will be introduced to ways to analyse the various costs and benefits typically associated with any given approach.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- The Strategic Importance of Managing and Planning Human Resources
- Recruiting and Selecting Employees to Fit the Job and the Organisation
- Training and Developing a Competitive Workforce
- Conducting Performance Management and Designing Compensation Systems
- Managing Human Resources of Global Organisations

**Aims of the module****Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

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**Aims of the module**

This module introduces students to the technical basics of Information Technology like computer hardware, software and networking tools. Basic skills in using office automation software packages) and searching the Internet will be delivered, with a focus on personal information management, word processing and presentations.

**Indicative assessment scheme**

Coursework: 60 Exam: 40

**Indicative content**

- Computer hardware, software and ergonomics
- Computer networks, mobile computing
- Data security
- Information Systems, File Management
- Creating presentations, Managing documents
- Managing Personal Information
- Online software solutions

**Aims of the module**

To enable development of communication strategies needed for effective international business negotiations To facilitate students in widening their repertoire of interpersonal communication skills for a global business environment To familiarise students with the art and phases of negotiating, and the communication strategies involved in the process To deliver the critical thinking, analytical and business problem solving skills needed for effective cross-cultural business negotiators To prepare students for working in a dynamic international business setting by practising strategies and tactics of cross-cultural negotiations

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- The nature of international business negotiation in the 21st century
- Strategies and tactics of distributive bargaining and integrative negotiation
- Planning, perception, cognition and emotion in business negotiations
- Developing cross-cultural awareness
- Taking account of ethical considerations
- Defusing conflict, mitigation and third-party intervention

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**DIPB102 International Organisations and Multilateral Diplomacy** ECTS credits: 6

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**Aims of the module**

To introduce students to the intricacies and challenges of multilateral negotiations and the role they play in the international environment. To deliver a critical understanding of the functions of the different international organisations, about the way they operate and the impact they make on the international arena.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Historical and theoretical background
- The legal basis, structure and decision making processes of principal international organisations
- The UN and its specialised agencies
- Multilateral diplomacy in the field of security, arms control and disarmament
- The WTO, the IMF and the World Bank: historical background, roles and functioning
- Continental organisations and regional integrations

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**LAWB132 International Public Law** ECTS credits: 5

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**Aims of the module**

To examine all major parts and elements of international public law from the aspect of politics. To deliver an understanding of scope and limitations of the actions of states and international organisations.

**Indicative assessment scheme**

Coursework: 60 Exam: 40

**Indicative content**

- The development and characteristics of international law
- Sources of international law
- States as subjects of public international law
- International organizations on a global level
- Various aspects of international law

**Aims of the module**

This module provides students with an introduction to security in international relations, enabling students to critically examine issues around the threat and use of force; the meaning of security and peace; and the key institutions and mechanisms for achieving security in world politics.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Realism and International Security
- Causes of Conflict
- New Wars and Failed States
- Terrorism and Security Governance
- Traditional Security versus Human Security
- The Institutional Structure

**Aims of the module**

The module aims to familiarize students with the most important features and qualities of Arab culture, history, religion, art and tradition, knowledge of which is considered essential when doing business with the Arabs or in the Arab countries. There will be some language input introduced in the module, highlighting the distinctive written and oral features of the Arab language and some basic Arabic phrases will also be taught. Please note: As a general rule, students are not allowed to take the module pertaining to their own culture.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Introduction to the course; the Arab culture
- A general history of Islam
- Islamic art and music as a means of cultural exchange
- The status of woman in Islam and the Arab culture
- Language class (1)
- Europe and the Arab-Islamic World
- Money and interest in the Muslim World
- Intercultural communication and business etiquette
- Language class (2)
- Arab countries in the Middle East
- Arab countries in North Africa
- Language class (3)

**Aims of the module**

The module aims to familiarize students with the most important features and qualities of Chinese culture which are essential information when doing business with the Chinese, or in China. Some language input will also be introduced in the module highlighting the distinctive written and oral features of the Chinese language and some basic Chinese phrases will also be taught. Please note: As a general rule, students are not allowed to take the module pertaining to their own culture.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Geography, climate, economy, transportation
- Population, ethnicities, government
- Language 1: the characteristics of written language
- History: dynasties and the Mao Era
- Religion and philosophical beliefs
- Language 2: characteristics of oral language
- Culture and customs
- Basic cultural differences (Guanxi, Mianzi, reciprocity, etc.) & the relationship with foreigners
- Language 3: greetings and introductions
- Business delegations & the Chinese business meeting; business etiquette
- The Chinese banquet
- Language 4: some important words and phrases

### **Aims of the module**

The module aims to stimulate students' curiosity about French language and culture and to develop their awareness of cultural differences in general. The module also aims to familiarise students with the key elements of the geography, history, economy and culture of French-speaking countries and provide an overview of their impact on contemporary European culture and civilization. The module will provide some basic knowledge of the French language to aid survival when travelling in or doing business in French speaking countries. Please Note: As a general rule, students are not allowed to take the module of their own culture.

### **Indicative assessment scheme**

Coursework: 100 Exam: 0

### **Indicative content**

- Geographical overview
- History
- Population
- Economy and politics
- Culture - arts
- Impact on contemporary civilisation
- Interpersonal communication and business etiquette
- Basic French: the most important locutions and expressions

### **Aims of the module**

The module aims to familiarize students with the most important aspects of Japanese history, culture, and business life, which are essential knowledge for doing business with the Japanese, or in Japan. Some language input is introduced in the module, highlighting the distinctive written and oral features of the Japanese language. The module will also introduce students to some basics in the Japanese language. The module will examine all the background factors that might influence negotiation, and tries to give an insight into the way the Japanese people negotiate, revealing the hidden dynamics of Japanese business behaviour. The module will also give an overview of Japanese negotiation strategies and sets out guidelines for more effective negotiations with the Japanese. Please Note: As a general rule, students are not allowed to take the module of their own culture. Students will acquire some basic Japanese language and will also understand the historical and, economic background of Japan which has shaped the way of thinking and living of the Japanese people until the present times. Students will have a wider perspective on the various branches of the Japanese business life. Students will be able to understand the thinking behind doing business with Japanese business partners.

### **Indicative assessment scheme**

Coursework: 100 Exam: 0

### **Indicative content**

- Language 1: The Japanese language
- History of Japan
- Economy of Japan
- Language 2: greetings and introductions
- Japanese business organizations
- Preparing for negotiation
- Decision making in Japan
- Language 3: some important basic words and phrases

**Aims of the module**

The primary aim of this General Orientation Option (GOO) module, is to serve both as an introductory module for the selected programme and also to broaden the students' general knowledge. This module aims:

- to give first-year students a grasp of the main conceptual approaches, schools, methods, and sub-disciplines in Politics.
- to critique common assumptions and understanding of political institutions and processes
- to provide a foundation of the kind of analytical skills they will require in subsequent years.
- to familiarize students with key subject areas within political science

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Introduction: What is Politics?
- Political Systems and Tendencies
- Political Legitimacy and the Historical Rise of the State
- Legislature, Executive, and Judiciary
- The Politics of Equality and Group Differences
- Citizen Participation and the State: Parties, Interest Groups, and Elections

**Aims of the module**

The module aims to provide a clear understanding of broad aspects of Russian business and social culture, which are considered essential knowledge for doing business with Russians, and in Russia. The module will also present a geographical, political, and economic overview of the country, and familiarize students with the most important features of Russian and Soviet history. Students will also be introduced to basic elements of the Russian language. Please Note: As a general rule, students are not allowed to take the module pertaining to their own culture.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Russia today: political and social aspects
- History of Russia from ancient times to the Russian Federation
- Geographical overview: Moscow and St Petersburg
- Russian cultural heritage
- Russian business culture and etiquette
- Basic Russian language

**Aims of the module**

The primary aim of this General Orientation Option (GOO) module, is to serve both as an introductory module for the selected programme and also to broaden the students' general knowledge. The 21st century is dominated by a culture of images. Visual cultural studies explore how the images that surround us project different world-views, value-systems and interpretations of our reality. The module will enable students to map the chain of meanings behind visual imagery by looking at the different kinds of imagery that surround us (painting, sculpture, photography, advertising, film), revealing the complexity of human creativity, the world of fantasies and the power of images.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- What is visual culture?
- Visual culture and the arts
- What is an image?
- Interpreting visual culture
- Images of different cultures

**Aims of the module**

To provide an introduction to the investment and securities business and a range of financial products. To deliver a theoretical background on valuation of different securities, portfolio management and risk management and increase the range and depth of knowledge about financial markets and their participants.

**Indicative assessment scheme**

Coursework: 60 Exam: 40

**Indicative content**

- Financial instruments, markets and actors
- Efficient Market Hypothesis, conditions and resulting equilibrium. The behavioural critique.
- Pricing bonds and managing bond portfolios
- Equity valuation: macro environment, DCF and ratio-based approaches
- Derivative instruments, forwards, futures and options
- Fund management and portfolio performance evaluation

**Aims of the module**

This module provides an insight into how computers can be used in financial calculations and provides the opportunity to apply these calculations to solve practical problems. The module will provide assistance for the calculations of the Investments module and that of the Financial Markets, as well as for solving case studies in all the other financial subjects.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Introduction to Financial Modelling
- Advanced Excel Features
- How to Build Good Excel models
- Time Value of Money
- Financial Planning and Investments
- Calculations for Financial Statements
- Financial Statements Forecasting
- Mid-term test
- Bond Pricing and Duration, Portfolio Management
- Calculating Options
- Binomial Option Pricing
- Analysing Market History

**Aims of the module**

The module aims to provide practical knowledge for future managers by focusing on business issues involving legal aspects, and by raising students' awareness of legally relevant issues.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Sources and system of law
- The making, the execution and the enforcement of law
- Entities (individuals and organizations) and property in business
- The law of contract
- Labour law

**Aims of the module**

The aim of the module is to get a broad insight into the world of business through highlighting the key layers.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Sustainability in the context of business,
- Leadership, organisational culture
- Balance sheets and finance basics
- Conversing with markets and customers
- Layers of the business environment; markets, competition, SWOT analysis

**Aims of the module**

The module aims to provide insights in general economic issues that managers and businesspeople face in their day-to-day operations. Students will be encouraged to reflect on the complexity of each issue, to weigh advantages and disadvantages of possible solutions to an economic problem and to learn more about the lessons of some critical economic events and decisions.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Economic growth, its sources and alternatives
- Patterns of sustainable and unsustainable economic growth
- The role of the State: impact of economics on government policy and vice versa
- Taxation: macro policy and micro reactions

**Aims of the module**

This module combines theory and practice. The theoretical part introduces students to the nature and purpose of information systems. It provides knowledge of the types of information systems used in business, their components and their relationships to the organisations they are applied within. It also offers an overview of the process of systems development along with the relevant security issues. The practical part will focus on spreadsheets (MS Excel or equivalent) and their usage for basic managerial decision making. In addition, students will also be given an opportunity to take part in exercises with a database management package (MS Access or equivalent) enabling them to experience how information systems can support business operations.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Business processes and operational information systems
- Collaboration systems and knowledge management
- Decision support systems & business intelligence
- Social media information systems
- Systems development, computer system evaluation and acquisition
- Security of information systems
- EXCEL: terminology, basic functions, data sort and filter, charts, statistical functions, goal seek
- ACCESS: data manipulation in a sample database, generating queries, forms and reports

**Aims of the module****Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

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**Aims of the module**

To deliver a hands-on experience of creating a cultural event from conception to completion  
To enable students to critically review the stages of the making of an artistic/cultural project  
To provide an understanding into the various currently operating art managerial organisational structures  
To facilitate students in financing cultural projects

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Overview of various organisation structures of the art world
- Non- and for-profit organisations
- Funding artistic/cultural projects
- Budgets, proposals, sponsorship
- Stages of realisation of artistic/cultural projects

**Aims of the module**

This module delivers an understanding of the roles and tasks involved in managing tourism functions in various destinations, including crisis management in Tourism. In addition, an overview of the role of Tourist Information Centres and Visitor Centres is provided in the context of managing and communicating the tourism product. The module will also examine the various stakeholder frameworks that govern the management of the industry on a global, national and local level. Students will be given an opportunity to consider particular issues resulting from tourism development, with investigation of good and bad practice.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Issues confronted by NGO's in tourism development
- Crisis & disaster management in tourism destinations
- Economic problems & terrorism
- Dynamic & constantly changing industry background
- The role of Tourist Information and Visitor Centres
- Significant current event input & analysis

**Aims of the module**

This module aims to give an introduction to the marketing concept and an exploration of the principles and practices of marketing. The module is designed to provide an overview which can be used by non-specialists who may be required to oversee or manage marketing functions.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- The 4 Ps
- The other 3Ps (Service Marketing)
- Ethical marketing
- Elements of Marketing Research
- Segmentation, Targeting & Positioning
- Pricing
- The Marketing Plan
- Branding, Integrated Marketing Communications
- International Marketing Decisions
- Business To Business Marketing
- Retail Marketing

**Aims of the module**

To deliver an understanding of the role and nature of marketing communications. To enable students to examine and analyse the use of various communication techniques and channels. To facilitate students ability to distinguish the usage of different promotional approaches, understand the process of preparing a marketing communications strategy and campaign plan. To introduce new trends and enable students to integrate them into their overall marketing experience.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- 4Ps or More, Push and Pull Strategies, Above and Below the Line and Through the Line
- Theories of Communication, Buyer Behaviour and Target Groups
- Integrated Communications and Branding
- Corporate Identity and Corporate Design
- Advertising, Agency and Client Relationship
- Sales Promotion, Direct Marketing and Merchandising
- Sponsoring, Donation and CSR
- The role of social media in marketing communication

**Aims of the module**

To deliver an understanding of the need for a differentiated approach to services marketing, as compared to the marketing of manufactured goods. This module highlights the differences in approach through an examination of the theory and extends into practical application of the concepts discussed. The course will provide details of the special characteristics of services marketing with Branding and Customer Care being brought into sharper focus, and the whole issue of the customer interface being analysed and developed in theory and practice.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Characteristics of services compared to manufactured goods; the 7 ps
- Service design and servicescape
- Scripting of the service encounter
- Issues of performance and quality
- Loyalty and complaint handling
- Effective capacity management

**Aims of the module**

The aim of this module is to provide students a basic knowledge of music and performing art management, including financing, promotion and marketing. Skills are transferable, yet the focus is on the various players and roles in the music industry. Aside from obtaining knowledge about the mechanisms of the industry, during the semester students get a chance to experience what it means to work in these positions in real life. In the seminars the numerous players and forums of the music industry are explored, and in the assignment students practice how to make an actual band become part of the music scene.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- the players of the music industry – who does what
- roles and duties – different jobs
- the forums of the music industry
- stages of band management – from the start to fame
- effective promotion

**Aims of the module**

This module examines the role of operations in implementing business policy and their relationship with other business functions. It provides a forum for discussion of how operations are designed, planned, controlled and improved. Students will also be provided with the opportunity to use some important quantitative and qualitative tools of operations management.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Introduction to Operations Management
- Process selection, Layout Planning and Capacity Planning
- Logistics and Supply Chain Management
- Inventory Management
- Operations Planning and Control Systems
- Quality Management

**Aims of the module**

To deliver in-depth knowledge of the models, concepts, theories and techniques of Organisation Development (OD); To enable students to understand organisation development as a perspective and how it enhances effectiveness; To introduce different intervention types; To enable students to realize when OD is necessary, and through theoretical founding support them in proper application of the different techniques; To prepare students for the realization and application of organisation development programs, to help students become successful agents of change; To develop awareness of the factors influencing OD; To prepare students for the evaluation of change.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- What is OD - Perspectives, Values and Philosophy, the role of the OD consultant
- Models of Change Management
- Process of Organisation Development
- Designing and Implementing Planned Changes
- Types of Interventions and Intervention Strategies
- Problems and Issues in OD
- Evaluation of organizational change

**Aims of the module**

To develop a comprehensive understanding of Organisational Behaviour (OB) processes and practices, the module focuses on the behavioural characteristics of organisational life. Examining both a managerial and a critical point of view, the module delivers an understanding of human and behavioural issues, which co-exist in organisations on the three levels of the individual, the group, and the whole organisation in its complex environment.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Rational and social organisation
- Personality and motivation
- Power, politics, and ethics
- Knowledge and learning
- Leadership and managing change
- Challenges for managers in the 21st century

**Aims of the module**

To enable students to analyse the different leadership styles utilised in contemporary organisations The module will examine organizational power, politics and conflicts and the political behaviour and tactics used to gain power. An understanding of the essential differences between the of roles managers and leaders and management and leadership functions will also be delivered The course will focus on the optimum management and leadership style for business success

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- The meaning of leadership, theoretical foundations
- Power and influence – leading without authority
- Integrative leadership case analysis
- Ambiguity in the organisation - Organised anarchy
- National and cultural dimensions of leadership
- Gender and generation dimensions of leadership
- Social network and manager's power
- Internal and external control in organisations
- Political behaviour in organizations - coalitions
- Persuasion – as an important leadership skill
- Crisis leadership

### **Aims of the module**

The course introduces presentation skills to students in their second semester on the BSc level. Students will have to identify a business scenario and deliver a presentation in a specified business context. Because the ability to effectively deliver claims orally is central to participating both in a tertiary education and in a real-life business context, emphasis will be placed on using coherent arguments and communicating them effectively in an oral form. The assessment of the Academic Skills - Presentations module is a joint assignment with the Academic Skills 2 module. Academic Skills 2 focuses on argumentation skills and requires students to write an extended argumentative essay on a thesis statement of their choice from a set list of topics. For the Academic Skills – Presentations module, students need to develop their presentation on a topic from the same list (preferably but not necessarily the one they write their own paper on), where the role of the presenter, the audience and the context are also specified.

### **Indicative assessment scheme**

Coursework: 100 Exam: 0

### **Indicative content**

- Audience analysis, credibility, and rhetoric
- Structuring the presentation
- Visual aids
- Delivery (voice and body language)
- Handling questions

### **Aims of the module**

This module offers a first introduction in the auditing function. It delivers knowledge and understanding of both the statutory auditing of financial statements and internal auditing. The approach is a practical one, taking the point of view of an auditor, explaining how he sees the world: where the risks are and what the main factors to audit are.

### **Indicative assessment scheme**

Coursework: 100 Exam: 0

### **Indicative content**

- Nature and differences of external and internal audits
- The environment of an external audit: participants, roles and tasks
- Planning and executing an external audit: things to do and things to avoid
- Internal audit, or how to control colleagues' processes and work results
- Internal audit in a general framework of compliance and risk management
- The most important scandals linked to failed or successful audits: historical review

**Aims of the module**

The module will examine the importance of the project in the modern organisation and the interdisciplinary nature of project management. It will cover the essential knowledge and skills needed for a project manager from both human and technical perspectives. A forum will also be provided to discuss how projects are chosen, planned, monitored and controlled in order to be completed successfully.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Projects in contemporary organisations, project life cycle, project organization
- Concept phase and defining project scope
- Project planning: WBS, scheduling, resource allocation and risk planning
- Monitoring project performance (costs, physical progress, milestones) and closure

**Aims of the module**

To familiarize students with the international, social and political frameworks within which financial transactions take place. To introduce students to two major frameworks of finance: national government and international financial markets. To provide an overview of government's role at the national level: with a special focus on public policy formation, economic and budgetary policies, health care, education and welfare and social security policies. To study the development of the international monetary system, the role of international organizations, the differences in corporate governance and the diversity of banking and money markets. To develop a range of diagnostic/analytical skills relevant to both public finance and international finance

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Economic and budgetary policy
- Welfare and social security policy
- Education policy
- Globalisation of finance
- International monetary system
- International banking and money markets

**Aims of the module**

The goal of the course is to provide mathematical background for complex interest calculating problems (amortization, inflation, pension) and to set up models for financial issues that needs probability calculation. The module concentrates on interest calculation, probability distributions and the different type of means.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- The time value of money
- Probability distributions
- Expected value, variance and standard deviation
- Elementary portfolio mathematics, means

**Aims of the module**

To deliver an appreciation of the value properly gathered data can provide for a business with regard to improving operational processes, increasing revenues, directing new developments or retaining valued customers. This module will teach statistical techniques for describing and measuring data, and provide an overview of probability concepts.

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Mathematical model building: basic elements of models and of linear programming
- Data collection: methods and practices
- Data presentation and analysis
- Probability and probability distributions

**Aims of the module**

To focus on the historical background of the globalization process. Student will have an opportunity to analyse the dynamics of traditionalism, modernity and globalisation, “the rise and fall” of great powers and the “clash of civilisations”. The students will learn to examine the challenges of the 21st century

**Indicative assessment scheme**

Coursework: 50 Exam: 50

**Indicative content**

- Traditionalism, modernisation and globalisation (the hidden structures of the dynamics of history)
- The globalisation of world politics and definitions
- The evolution of international society and borders
- The global trade and finance, core and periphery and “side-effects” of globalisation
- The power and spatial structure of the cold war and divided nations
- Dilemmas of the post cold-war period and the role of Central Europe
- International political economy in the age of globalisation and regionalisation
- The West and the rest, and the conflict of the North and the South
- The United Nations and international organisations

**Aims of the module**

This module will focus on the many opportunities, both natural and man-made, for resort and attraction development. The emphasis is on creativity and the application of knowledge, and ample opportunity will be provided for students to explore their own specific areas of interest in the tourism industry, in fulfilling the assignment requirements.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- In-depth investigation of social, legal, economic, political, etc. factors that impact resorts
- Dealing with cultural considerations in host population and tourist sending countries
- Finding sources of funding & communicating tourism development plans to relevant stakeholders
- Forecasting impacts of resort development and monitoring outcomes

**Aims of the module**

To deliver an understanding of the most important issues connected to web presence and electronic business. To enable students to identify different approaches to how a business should position itself online, what online media it could use to spread its message, how it could communicate with the customers, what services and products it could provide online, and what the supporting infrastructure for the online operation could be like. To provide a forum for discussion of the technological, logistical and legal aspects of e-business.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- Categories and Background of E-commerce
- Marketing, Payments and Logistics in E-business
- Essentials of Website Design
- Technology and Infrastructure
- Planning and Implementing a Web Strategy in a Particular Context
- Web 3.0, Mobile Commerce

**Aims of the module**

The course aims to help the students understand the similarities and differences between and within the major regions of our mosaic-like world with an economic and geographical approach, concepts and tools. The topics will center around the regional differences of wealth and poverty, the use of resources, the production, distribution and consumption of goods and the flow of labour and capital. The sessions aim to introduce students to a holistic approach calling their attention to the relationship between the world's different environments, landscapes, people and cultures and the geographic pattern of economic development.

**Indicative assessment scheme**

Coursework: 100 Exam: 0

**Indicative content**

- The social and economic role of Globalisation
- Population Movements, causes and results, including persecution & disease
- The global impacts of developments in Transport & Communication
- Climate change, possible causes and effects
- World religions and their impacts on people and politics
- Ensuring sustainability of Natural Resources