

IBF Program Curriculum (BBA Qualification)

Code	Courses	Class Hours	Self-Study Hours	ECTS*
BBA100	1st Year Courses			
	First Semester			
BBA110	Microeconomics	30	126	6
BBA111	Marketing	30	126	6
BBA112	Management	30	126	6
BBA113	Principles of Accounting and Finance	30	126	6
BBA114	Legal Environment of Business	30	126	6
	Second Semester			
BBA115	Human Resources Management	30	126	6
BBA116	Organizational Behavior	30	126	6
BBA117	Management Information Systems	30	126	6
BBA118	Intercultural Communication	30	126	6
BBA119	Business English	30	126	6
	TOTAL	300	1260	60
BBA200	2nd Year Courses			
	First Semester			
BBA210	Macroeconomics	30	126	6
BBA211	Marketing Management	30	126	6
BBA212	Strategic Management	30	126	6
BBA213	Statistics for Managers	30	126	6
BBA214	Operations Management	30	126	6
	Second Semester			
BBA215	Leadership: Theory and Practice	30	126	6
BBA216	Financial Management	30	126	6
	International Strategy	30	126	6
BBA218	Supply Chain Management	30	126	6
BBA219	Business French	30	126	6
	TOTAL	300	1260	60

BBA300 3rd Year Courses				
First Semester: Advanced Modules in Business Management				
BBA312	Financial Policy and Strategy	25	105	5
	B2B Marketing	25	105	5
BBA319	Entrepreneurship	25	105	5
BBA315	Logistics	25	105	5
	Management Simulation	25	105	5
BBA217	Interpersonal Relations and Crisis Management	25	105	5
TOTAL		150	630	30
Second Semester: Specialization Areas:				
1. International Business				
BBAIF320	International Finance	25	105	5
	International Business	25	105	5
BBAIB323	International Economics	25	105	5
BBAIB324	International Marketing	25	105	5
	Two elective courses (see list below)	50	210	10
TOTAL		150	630	30
2. Finance				
BBAFN330	International Finance	25	105	5
BBAFN325	Financial Accounting	25	105	5
BBAFN326	Investment Analysis	25	105	5
BBAFN327	Financial Markets	25	105	5
BBAFN328	Two elective courses (see list below)	50	210	5
TOTAL		150	630	30
Optional elective modules (choice of two):				
BBA330EL	Project Management	25		5
BBA331EL	Mergers and Acquisitions	25		5
BBA332EL	E-Commerce	25		5
BBA333EL	Multinational Financial Management	25		5
7th Semester: Internship (or Consultancy Assignment) + Bachelor's thesis				
	Internship (or consultancy assignment)	12 Weeks	390	15
	IBF Thesis	12 Weeks	390	15
TOTAL		24	780	30

*ECTS = European Credit Transfer and Accumulation System

The programme is designed to be completed in three and a half years (i.e. 7 semesters) of full-time studies. For part-time studies it requires seven years (i.e. 14 semesters) for completion. It has a total of 210 ECTS credit points. At CASS Europe one (1) ECTS credit point amounts to a total workload of 26 hours. Time required for processing the final thesis and award of credit points is 12 weeks. Details of the IBF requirements can be found in Chapter 5 of the “Bachelor’s Student Handbook”.

Module descriptions

Course unit title:	Microeconomics
Course unit code:	BBA110
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1 st Cycle
Year of study:	1 st
Semester when the course unit is delivered:	1 st
Number of ECTS:	6
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Identify and critically analyze the links between household behavior and the economic models of demand.
- Represent supply, in graphical form, including the upward slope of the supply curve and what shifts the supply curve.
- Knowledgeably examine the links between production costs and the economic models of supply.
- Critically appraise how different degrees of competition in a market affect pricing and output.
- Define and analyze the basic concepts and methodology of microeconomic theory.
- Analyze market structures in order to explain the competitive environment facing firms.
- Examine and logically explain the fundamental issues in microeconomic theory such as demand and supply, market structure analysis (oligopoly, monopolistic competition, etc.).
- Analyze the concepts of cost, price determination and pricing policy, price elasticity of supply and demand, income expenditure, aggregate demand and aggregate supply and explain the impact of these on the activities of firms.
- Apply economic reasoning to individual and firm behavior.

Mode of delivery:	Face-to-face
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Prerequisites and co-requisites: None

Recommended optional program component: None

Course contents:

This is an introductory course which presents to the student the basic fundamentals of microeconomic theory. The objective is to introduce to the student the concept and methodology of microeconomics and the tools it uses in problem solving. The course also addresses some basic macroeconomic issues (e.g. income expenditure, aggregate demand and aggregate supply, monetary theory, balance of payments, the labor market, etc.) that have a profound impact on the business environment.

Recommended readings:

- Beserko, D. and Brautigam, R.R, Microeconomics, Wiley (5th edition), 2013
- N.Gregory Mankiw ,Principals of Microeconomics ,6th Edition , 2011
- Tyler Cowen , Modern Principals : Microeconomics , 2nd Edition , 2011

Form of examination:

- Continuous assessment based on exercises, quizzes and group presentations (40% of final grade).

- A three-hour individual written exam at the end of the course (60% of final grade).

(For details on forms of examination please refer to see Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **Marketing**

Course unit code: BBA111

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 1st

Semester when the course unit is delivered: 1st

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Define and clarify the role of marketing in a global environment.
- Identify and explain the link between marketing theory and practice.
- Identify and explain the four Ps of marketing.
- Explain how marketing mix decisions are made and managed over time.
- Design and implement effective marketing strategies
- Identify and explain the marketing concept, market structure, conduct and performance, consumer and business buyer behavior, market segmentation and positioning, distribution channels, etc.
- Formulate marketing strategies that incorporate psychological and sociological factors which influence consumers.
- Effectively apply knowledge of business concepts and functions in an integrated manner.
- Recognize the importance of ethical marketing practices.
- Know the value of marketing to one's life and career.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional program components: None

Course contents:

The course provides students with a basic introduction to marketing. The course is also a prelude to the more advanced courses in marketing given in the second and third years of the program. In this introductory course, the focus will be on a better comprehension of marketing theory and concepts. Particular issues which will be addressed include the following: the marketing concept, market structure, conduct and performance, consumer and organizational buying behavior, market segmentation, distribution policy and selection of marketing channels, product policy, planning and development, advertising and sales promotion.

Recommended readings:

- Elliott, G., Rundle-Thiele, S., Walker, D., Marketing, 3rd edition, Wiley, 2014.
- Fahy, J., and Jobber, D., Foundations of Marketing, 4th. Ed., McGraw-Hill, 2012.
- Kotler, P., Principles of Marketing: European Edition, Prentice-Hall, 2004.

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the "Bachelor's Student Handbook").

Language of instruction: English

Work placement:

Course unit title:	Management
Course unit code:	BBA112
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1 st Cycle
Year of study:	1 st
Semester when the course unit is delivered:	1 st
Number of ECTS:	6
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Identify and explain the importance of functional activities such as marketing, facilities management, finance, information technology, human resources, etc. on a company's competitive position in the marketplace.
- Know how to effectively organize functional departments in an organization in order to achieve productivity and profitability goals.
- Apply theories and course concepts to properly analyze and diagnose management problems.
- Recognize the linkages among management topics as they relate to organizational problems.
- Develop a systematic and structured approach to diagnosing management problems.
- Apply general management know-how in practical business situations.
- Know how to communicate effectively and convincingly on a factual supported basis, both orally and in writing.
- Manage time effectively,
- Effectively plan work assignments under time constraints.

Mode of delivery:	Face-to-face
Prerequisites and co-requisites:	None
Recommended optional program components:	None

Course contents:

In this course students will be introduced to the fundamental principles, practices, issues and debates associated with business, public and third sector organizations. The frameworks, concepts and theories covered in the course are introduced to explain how managers deal with the diversity of issues faced in the effective management of contemporary organizations.. The course sets the stage for the study of the more advanced courses in management at the second and third years of the program.

Recommended readings:

- Robbins, S.P., De Cenzo, D.A., Coulter, M., Fundamentals of Management: Essential Concepts and Applications, 9th. Edition, Prentice-Hall, 2015.
- Newton, R., The Management Book, Prentice-Hall/Financial Times, 2011.

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:

Principles of Accounting and Finance

Course unit code:

BBA113

Type of course unit (compulsory, optional):

Compulsory

Level of course unit:

1st Cycle

Year of study:

1st

Semester when the course unit is delivered:

1st

Number of ECTS:

6

Name of lecturer:**Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Understand the audit process from the engagement planning stage through completion of the audit, as well as the rendering of an audit opinion via the various report options.
- Describe the role of accounting information system and its limitations.
- Explain the concepts and procedures of financial reporting, including income statement, statement of retained earnings, balance sheet, and statement of cash flows.
- Identify and explain the impacts of accounting methods on financial statements.
- Identify and explain the audit process from the engagement planning stage through completion of the audit, as well as the rendering of an audit opinion via the various report options.
- Identify and explain ethical issues related to the accounting profession.

- Prepare financial statements in accordance with Generally Accepted Accounting Principles.
- Tabulate the basic differences between the Generally Accepted Accounting Standards (GAAP) in the United States and the International Financial Reporting Standards (IFRS).
- Employ critical thinking skills to analyze financial data as well as the effects of differing financial accounting methods on the financial statements.
- Effectively define the needs of the various users of accounting data and demonstrate the ability to communicate such data effectively, as well as the ability to provide knowledgeable recommendations.
- Locate and analyze financial data from annual reports of companies.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional program components: None

Course contents:

This course provides an introduction to the basic concepts, methods and practices of accounting and finance. The core principles of accounting and finance are introduced in a way that is easy to understand. Areas to be covered include: the use of accounting information, understanding financial statements, the accounting treatment of assets and liabilities, budgeting, working capital management, cash flow statements, financial statement analysis, etc.

Recommended readings:

- Atril, P. and McLaney, E., Financial Accounting for Decision Makers, 6th. Ed., Financial Times/Prentice-Hall, 2011.
- Atril, P. and McLaney, E., Financial Accounting for Non-Specialists, 7th ed., Financial Times/Prentice-Hall, 2010.

Form of examination: - Continuous assessment based on exercises and quizzes (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Legal Environment of Business

Course unit code: BBA114

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st cycle

Year of study: 1st

Semester when the course unit is delivered: 1st

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course:

Upon successful completion of this course the student will be able to:

- Explain basic legal terminology.
- Identify the structure of the court systems.
- Describe court procedures.
- Summarize the difference between courts and alternative dispute resolution forums.
- Distinguish the authorities in selected number of European countries to regulate business.
- Recognize the role of ethics in business decision making.
- Define the elements of causes of action for intentional torts.
- Define the elements of causes of action for negligence and strict liability.
- Explain the rights and responsibilities associated with various forms of intellectual property such as trademarks, copyrights and patents.
- Distinguish the basic differences between criminal law and civil law.
- Discuss the basics of contract law such as offer, acceptance, consideration, and capacity to contract.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional programme components: None

Course contents:

This course is a study of the legal environment of business including elements of tort and contract law, product liability, employment law and discrimination, consumer law, and the basics of the legal systems in a selected number of European countries. The basic aim of the course is to introduce legal concepts and reasoning that the student can apply in a business context. The course shall address issues related to how laws come to be and how they are applied in business. Business ethics will be discussed throughout the course.

Recommended readings:

Cross, F.B., and Miller, R.L., The Legal Environment of Business: Text and Cases, 9th.Edition, Cengage Learning, 2014.

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% n of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **Human Resources Management**

Course unit code: BBA115

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Effectively manage and plan key human resource functions within organizations.
- Examine current issues, trends, practices, and processes in HRM.
- Effectively write and communicate in the language of HRM.
- Identify and analyze the role of human resource management in organizations and the factors shaping that role.
- Identify key concepts and theories from the field of HRM.
- Apply key course concepts to actual HRM problems in organizations.
- Analyze the financial impact of HRM activities on organizations.
- Appraise the implications of increasing diversity and globalization for HRM processes.
- Effectively identify societal challenges and legal responses to HR issues.
- Identify how HRM contributes to organizational strategy and planning.
- Identify the most recent developments and newest challenges facing HRM professionals.
- Analyze a firm’s HRM system, evaluate its strengths and weaknesses, and propose changes to improve it.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional programme components: None

Course contents:

The aim of the course is to introduce to the students the fundamentals of human resources management (HRM) in a modern business enterprise. Human resources function includes a wide variety of activities, key among which is deciding what staffing needs the organization has and whether to use independent contractors (i.e. outsourcing) or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring that personnel and management practices conform to various regulations. Topics covered include: basics of HRM, getting the best employees, employee compensation (pay and other benefits), employee training, ensuring compliance to regulations, ensuring safe work environments, sustaining high performance employees, etc.

Recommended readings:

- Robert L. Mathis and John H. Jackson, Human Resource Management, 13th Edition , 2010
- Raymond Noe, John Hollenbeck , Barry Gerhart and Patrick Wright, Fundamentals of HRM
- Jean M. Phillips and Stanley M. Gully , HRM , 2013

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:

Organizational Behavior

Course unit code:

BBA116

Type of course unit (compulsory, optional):

Compulsory

Level of course unit:

1st Cycle

Year of study:

1st

Semester when the course unit is delivered:

2nd

Number of ECTS:

6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Analyze and explain the impact of social, ethical, cultural economic and political influences on organizational behavior in local, national and global communities.

- Identify and analyze the theoretical underpinnings of organizational behavior as a discipline.
- Recognize the various forms of political activity and determine when such activity is positive or negative.
- Use a structure group diagnostic model to analyze and resolve group/team performance problems.
- Recognize when conflict is good and to properly select a conflict resolution strategy when conflict is dysfunctional.
- Draw upon various motivational theories to design a motivational program.
- Develop and use a systematic and structured approach to solve organizational problems.
- Recognize the values of diversity, social justice, integrity, ethical analysis and accountability, and change to promote the common good.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional programme components: None

Course contents:

This course will help the students become more effective in dealing with the human element in a business enterprise. The objective is to provide the students with an appreciation of the human resources aspects of management. More specifically, students will gain an understanding of some of the factors that determine personality and how these factors impact the behavior of organizations. Topics covered include individual factors such as personality, attitudes, perception and motivation, group factors such as communication, leadership, power and politics, group dynamics and conflict. Examples of organizational factors such as organizational structure and culture, as well as managing change will be addressed in the course.

Recommended readings:

- Stephen P. Robbins and Timothy A. Judge, Organizational Behavior, 2012, 15th Edition
- Angelo Kinichi and Mel Fugate, Organizational Behavior :Key concepts, Skills and Best practices, 2011
- John Ivancevich and Robert Konopaske, Organizational Behavior and Management, 2010

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement

Course unit title:	Management Information Systems
Course unit code:	BBA117
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1 st Cycle
Year of study:	1 st
Semester when the course unit is delivered:	2 nd
Number of ECTS:	6
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Compare and contrast different information systems including networks, servers, programming languages and database systems.
- Write, test, and maintain computer programs in at least two languages.
- Analyze information systems users' needs in order to design, construct, test, and maintain computer application software or systems.
- Analyze the information needs of an organization and the performance of an enterprise level information system.
- Troubleshoot, maintain, and update an enterprise level information system.
- Describe software development tasks and different approaches to software development.
- Determine technical, economical, and organizational factors to do a feasibility analysis.
- Apply information-gathering techniques to document the requirements for an information system solution.
- Plan, design, and execute usability evaluations.
- Develop project plans, and identify how to organize, direct, and control a project for software development or implementation.

Mode of delivery:	Face-to-face
Prerequisites and co-requisites:	None
Recommended optional program components:	None

Course contents:

The course examines the current techniques and practice of effective information systems management. Analysis of emerging technologies with application to business processes and thoroughly examined. The course also looks at the role of management in effectively implementing a management information systems strategy in the organization.

Recommended readings:

- Ralph Stair and George Reynolds, Fundamentals of Information Systems, 2013
- Ross Malaga, Informations Systems Technology, 2003

Form of examination:

- Continuous assessment based on exercises and project work in small groups (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Intercultural Communication

Course unit code: BBA118

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Differentiate between national culture, professional culture, and organizational culture
- Differentiate between symbols and rituals in culture and the underlying differences that impact upon intercultural communication.
- Identify communication as a relevant element of culture and its impact on business in different environments.
- Identify the ethical elements of intercultural communication and its impact on business in different environments.
- Identify culture bias and its consequences on business operations.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional programme components: None

Course contents:

In this course students will learn the basic concepts and techniques of communicating across cultures. The overall objective of the course is to familiarize the students with the principles underlying intercultural communication. Topics covered include: cultures as context for communication, defining culture, defining communication as an element of culture, approaches to communication studies, intercultural communication ethics, culture's influence on perception, barriers to intercultural communication, and dimensions of culture, comparative cultural patterns and their impact on communication.

Recommended readings:

- Samovar, L.A., Porter, R.E., McDaniel, E.R., Intercultural Communication , 2011
- Jandt, F.E., An Introduction to Intercultural Communication: Identities in a Global Community, Sage Publications, 4th edition, 2005.

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title:	Business English
Course unit code:	BBA119
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1st Cycle
Year of study:	1 st
Semester when the course unit is delivered:	2 nd
Number of ECTS:	6
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Know the language of English used in a business setting.
- Effectively utilized English as a language of business communication.
- Effectively negotiate business deals using the English language.
- Effectively communicate in English in different cultural settings internationally.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional program component: None

Course contents:

This course introduces the student to English as a language of business in the international context; Students will learn to effectively utilize the language as a medium for communication with business partners of different cultural backgrounds internationally. The emphasis is on the practical aspect of the language when interacting with business partners across the globe.

Recommended readings:

- Smith, S., Business Communication Strategies, Pro Lingua Associates, 2010.
- Mascull, B., and Comforst, J., Best Practice Upper Intermediate: Business English in a Global Context, Thomson Heinle, 2007.

Form of examination:

- Continuous assessment based on individual oral presentations (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Macroeconomics

Course unit code: BBA 210

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 2nd

Semester when the course unit is delivered: 1st

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Explain the concepts and methodology of macroeconomic theory.
- Identify and explain the important macroeconomic issues including level of price, employment and unemployment, the supply of money, measurement of gross national product, business cycles, as well as balance of payments.
- Analyze the changing economic conditions in society.
- Analyze and explain the impact of macroeconomic conditions on society.

Mode of delivery: Face-to-face

Prerequisite: BBA110 Microeconomics.

Co-requisite: None

Recommended optional program component: None

Course contents:

The course addresses broad macroeconomics issues such as national income; the overall level of prices, employment, and unemployment; and the money supply. Topics covered include the meaning and measurement of gross national product, business cycles, the effects of government expenditure and taxation, causes of inflation and unemployment, and international trade and the balance of payments.

Recommended readings:

- Baumol, W.J., and Blinder, A.S., *Macroeconomics: Principles and Policy*, 12th edition, Cengage Learning, 2014.

Form of examination: - Continuous assessment based on case analyses, exercises, group work (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **Marketing Management**

Course unit code: BBA211

Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1 st Cycle
Year of study:	2 nd
Semester when the course unit is delivered:	1 st
Number of ECTS:	6
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Identify and explain the role of marketing strategy in achieving a company's goals.
- Plan and develop a marketing strategy.
- Identify and analyze the concept and sources of competitive advantage.
- Perform SWOT (strengths, weaknesses, opportunities, and threats) analyses.
- Manage the allocation of resources across a portfolio of products in a variety of markets.
- Identify how synergy may be derived from the marketing mix variables.
- Identify and explain the impact of ethical and legal implications of marketing decisions.
- Develop analytical skills to systematically analyze and solve marketing problems.
- Develop communication skills in preparing written reports containing detailed analyses of marketing problems and alternative solutions.
- Effectively integrate various elements of marketing to develop marketing plans for specific marketing activities.

Mode of delivery:	Face-to-face
Prerequisite:	BBA111 Marketing.
Co-requisite:	None
Recommended optional programme components:	None

Course contents:

Participation in this course requires the successful completion of the course “Principles of Marketing” offered during the first year of the program. Marketing Management is therefore an advanced marketing course which builds upon the foundation course in the first year. Marketing management is concerned with the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational objectives. In this course students will learn the concepts and practice of modern marketing as applied in a wide variety of settings. A practical and managerial approach to marketing is adopted throughout the course. Cases are used in order to illustrate managerial relevance; specific topics covered include: the nature of marketing, the environment of marketing, marketing strategy, global competition and

international marketing strategy, analysis of consumer and organizational buyer behavior, market segmentation, targeting and positioning strategies.

Recommended readings:

- Kotler, P., Marketing Management: Analysis, Planning, Implementation, and Control, Prentice-Hall International (latest edition)
- J. Paul Peter and Jr. James H. Donnelly , Marketing Management: Knowledge and Skills, 11th Edition ,2012

Form of examination: - Continuous assessment based on case analyses (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Strategic Management

Course unit code: BBA212

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 2nd

Semester when the course unit is delivered: 1st

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Perform the key steps in the development of a strategic business plan for new or existing companies.
- Assess and develop a company’s business model and strategy
- Evaluate a company’s performance including financials, market share, innovation, and employment.
- Analyze a company’s internal resources and capabilities.
- Analysis of companies’ external environment including value chain, competitors, industries and markets.

- Assess a company’s strategic options and recommend a viable competitive strategy.
- Develop and implement steps for a company’s strategic plans for functional areas such as (but not limited to): marketing, sales, R&D, human resources, accounting, control, production, IT, customer service, and finance.
- Explain how companies set strategic direction and how they use data and analysis to create key strategic and operational performance measures to monitor the effectiveness of the strategy implemented.
- Identify and explain the issues and challenges companies face when developing strategic business plans to improve performance, such as resistance to change, limited resources, etc., and the importance of employee involvement in the process, and the need to manage the strategic planning process.

Mode of delivery: Face-to-face

Prerequisite: BBA112 Management

Co-requisites: None

Recommended optional programme components: None

Course contents:

This is an intermediate course in management. In order to be allowed to take it participants must show proof of successful completion of “Management” course offered in the first year of the program. In the present course the principles and practice of Strategic Management are analyzed. The focus is on the company, its industry and competitive environment, its long-term direction and strategy, its resources and capabilities, and its prospects for success. Here the concepts and tools of strategic management are presented in an integrated approach and applied to real business context.

Recommended readings:

- Hill, C.W.L. and Jones, G.R., Strategic Management: An Integrated Approach, 7th edition, Houghton Mifflin, 2006
- Franck Rothaermel, Strategic Management ,2012
- John Pearce and Richard Robinson, Strategic Management , 2012
- Fred R. David , Strategic Management(13th Edition) 2010

Form of examination: - Continuous assessment based on case analyses (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Statistics for Managers

Course unit code:	BBA213
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1 st Cycle
Year of study:	2 nd
Semester when the course unit is delivered:	1 st
Number of ECTS:	6
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Effectively explain the role of statistics in business decision-making.
- Effectively utilize statistical techniques in business decision-making.
- Analyze business problems using statistical techniques.
- Effectively formulate answers to common business decision problems through statistical analysis.
- Analyze the role of marketing, manufacturing, finance and other functional areas in an organization using statistical techniques.
- Effectively evaluate economic and financial problems using statistical techniques.
- Resolve practical risk management problems through the use of different statistical techniques.

Mode of delivery:	Face-to-face
Prerequisites and co-requisites:	None
Recommended optional programme components:	None

Course contents:

This course introduces the fundamental of statistics as applies to business decision-making. It provides an introduction to statistics and probability as techniques for collecting, summarizing and interpreting data and for coping with uncertainty in the management decision-making process. Topics covered include design of studies, observational studies, exploratory data analysis, statistical summaries, interactive statistical computing, probability, simple and multiple regressions, time series analysis, estimation, confidence intervals, hypothesis testing, quality control/statistical process control and modern developments. Students will be introduced to the main themes and topics in the class. These will be reinforced, extended and developed through the discussion of practical examples and problem solving exercises and also by discussing the questions in the reading material.

Recommended readings:

- Levine, D.M., et al, Business Statistics: A First Course, 6th Edition, Pearson, 2013.
- Keller, G., Statistics for Management and Economics, 9th Edition, Cengage learning, 2012.

Form of examination: - Continuous assessment based on exercises and quizzes (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% of overall grade).
(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **Operations Management**

Course unit code: BBA214

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 2nd

Semester when the course unit is delivered: 1st

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Explain the role of operations and its relationship with the other functional areas of a business organization.
- Analyze operation processes from a variety of perspectives such as productivity, workflow, and quality.
- Explain the techniques and methodologies for managing an organization’s productive resources.
- Apply basic design principles to determine appropriate facility location and layout.
- Explain quality management and apply quality management principles to continuous improvement in operations management.
- Discuss the goal of supply chain management and its application in a variety of organizational settings.
- Identify the critical factors involved in inventory control systems.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional programme components: None

Course contents:

This course introduces students to the fundamental process of managing and controlling a variety of operations. It offers the student an overview of the component of operations management. The course defines each of the components and introduces the student to the concepts of quality. Participants will learn the basics of acquisition and allocation of resources to support the production and delivery of goods and services to customers. Both manufacturing and service sectors are covered. After taking the course the student will be able to know how to choose the different types of operations, identify definitions of the components of operations management; identify the types of quality management tools, etc.

Recommended readings:

- Heizer, J., and Render, B., Principles of Operations Management, 9th Edition, Pearson, 2014.

Form of examination: - Continuous assessment based on exercises and quizzes (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Leadership: Theory and Practice

Course unit code: BBA215

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 2nd

Semester when the course unit is delivered: 2nd

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Explain the history of leadership and current leadership theories.

- Identify and explain how leadership models are put into practice personally, locally, and globally.
- Effectively analyze cross-cultural communication, the dynamics of privilege and oppression, and the uses of power between groups.
- Explain how ethics, morals, and values relate to their leadership dilemmas.
- Effectively analyze leadership problems in an organization

Mode of delivery: Face-to-face

Prerequisite and Co-requisite: None

Recommended optional programme components: None

Course contents:

The course builds upon the introductory marketing and management courses in the first year of the program. It will enable students develop the skills and competencies of leadership in the new economy. The course combines an emphasis on behavioral skills, such as group dynamics, communication and managing diversity, with critical thinking designed to surface and challenge deeply held assumptions. Becoming more self-aware, reflective and able to challenge the taken-for-granted frames which constrain innovation and adaptation enable students to lead and govern their own organizations more effectively. The students will be able to learn these skills in this course.

Recommended readings:

- Northouse, P.G., Leadership : Theory and Practice , 6th edition, Sage Publications, 2013.

Form of examination: - Continuous assessment based on case analyses and presentations (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **Financial Management**

Course unit code: BBA216

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 2nd

Semester when the course unit is delivered: 2nd

Number of ECTS:

6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Explain corporate governance and some of the ethical issues financial managers face.
- Explain time value of money and determine the present and future values of cash flows.
- Describe the role of prices and interest rates in financial markets.
- Define the components of risk, determine the level of each type of risk for a given financial asset, and explain the interplay of risk and return.
- Compute the market value of financial assets such as bonds and stocks.
- Calculate net present value (NPV), internal rate of return (IRR), profitability index (PI), and Payback Period (PP) of a single capital project and describe the capital budgeting process of a company.
- Explain and compute the Weighted Average Cost of Capital of a company.

Mode of delivery:

Face-to-face

Prerequisite:

BBA113 Principles of Accounting and Finance

Co-requisite:

None

Recommended optional programme components:

None

Course contents:

This course build upon the foundation course “Principles of Accounting and Finance” completed during the first year of the program. Successful completion of the foundation course is a prerequisite for taking the present course. The main objectives of the Financial Management course therefore are: to introduce and explain a range of financial securities and the markets in which they trade, to provide a conceptual framework of the firm’s investment and financing decisions, to examine the management of equity and financial income investments, to analyze individual securities, the formation of these securities into portfolios. After completing the course the students will be able to have a thorough understanding of financial markets and instruments, the international financial markets, portfolio theory, fixed income securities, options markets, swaps, etc.

Recommended readings:

- Gitman, L.J., Principles of Financial Management, 10th Edition, Pearson/Addison Wesley, 2012.

Form of examination:

- Continuous assessment based on exercises and quizzes (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: International Strategy

Course unit code: BBA2017

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 2nd

Semester when the course unit is delivered: 2nd

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Analyze an organization's business strategy from the perspective of the international environment.
- Analyze and propose recommendations to address the business problems of divisions or companies.
- Analyze business strategy, value creation, standards and network externalities, and technology and innovation.
- Effectively develop a viable competitive strategy for an organization in the global marketplace.
- Analyze and explain the interface between the organization's internal and external environments and how this impacts its competitive position in the global marketplace.

Mode of delivery: Face-to-face

Prerequisite: Strategic Management

Co-requisite: None

Recommended optional programme components: None

Course contents:

This course addresses business strategy from the perspective of both large and small organizations operating internationally. It thus builds directly on first year studies in strategic management and focuses on corporate and business level strategies in the international market. Particular emphasis is given to the dynamics of the competitive environment and emerging issues in international business operations. Major topics include: theoretical perspectives on strategic management in the international

business arena; the interface between the organization's internal and external environments; country selection; mergers and acquisitions; management of strategic alliances; the role of government in international strategy; emerging technologies and intellectual property; strategic use of international standards; and international entrepreneurship.

Recommended readings:

Verbeke, A., International Business Strategy, 2nd Edition, Cambridge University Press, 2013.

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the "Bachelor's Student Handbook").

Language of instruction:

English

Work placement:

Course unit title:

Supply Chain Management

Course unit code:

BBA218

Type of course unit (compulsory, optional):

Compulsory

Level of course unit:

1st Cycle

Year of study:

2nd

Semester when the course unit is delivered:

2nd

Number of ECTS:

6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Analyze the potential contribution of suppliers and effective purchasing and supply management to corporate or organizational strategy and objectives.
- Identify and analyze major decisions and problems facing managers in supply chain management and to apply the appropriate concepts, tools and techniques in their resolution.
- Identify the strengths and weaknesses of existing suppliers, purchasing and supply management organizations, policies and practices.

- Identify the different elements in a supply chain and different ways a supply chain can be designed.
- Identify and explain the future challenges facing supply chains.
- Explain how an operation is designed and controlled.
- Identify and explain the impact of product design on supply chain opportunities.
- Effectively analyze operations and supply chain activities in an organization.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional program components: None

Course contents:

In this course the concept of integrated supply chain operations and management is introduced as a key process for success in the international business environment. The objective is to acquaint the students with the use of integrated supply chain management approach at the global level as a source for a company’s competitive advantage. The course examines information systems technology that supports modern supply chain operations at the global level, including: planning systems, management execution systems, and transaction processing systems used in the creation and delivery of goods and services. Similarly, integrated functions of global supply chain management such as transportation, warehousing, materials handling, packaging, inventory control, customer services, and logistics information systems will be studied in this course.

Recommended readings:

- Sanders, N.R., Supply Chain Management: A Global Perspective, Wiley, 2012.
- Mentzer, J. T., Fundamentals of Supply Chain Management: Twelve Drivers of Competitive Advantage, Sage Publications, 2004.

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Business French

Course unit code: BBA219

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 1st Cycle

Year of study: 2nd

Semester when the course unit is delivered: 2nd

Number of ECTS: 6

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Write his/her CV and cover letters in French.
- Attend job interviews in French.
- Communicate with business teams in French.
- Interact with French customers and business partners.
- Give presentations, read documents, and prepare business reports in French.

Mode of delivery: Face-to-face

Prerequisite: Business English

Co-requisite: None

Recommended optional programme components: None

Course contents:

The objective of this course is to enable students utilize the French language, both written and oral, and communicate effectively in the language in a business setting. The course provides a theoretical and practical communication skills that will enable the student operate effectively in a French business environment internationally.

Recommended readings:

- Penfornis, J-L., Business French: An Intermediate Approach, Wiley, 2008.
- Barbarin, L., and Bower, M., French for Business: Students Book, 5th Edition, Routledge, 2002.
- Collin, P.H., Pocket Business French Dictionary, Routledge, 2001.

Form of examination: - Continuous assessment based on oral presentations (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title:	Financial Policy and Strategy
Course unit code:	BBA312
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1 st Cycle
Year of study:	3 rd
Semester when the course unit is delivered:	1 st
Number of ECTS:	5
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Identify and analyze corporate capital structure and payout policies
- Effectively analyze corporate financial policy and strategy in the international market.
- Explain the linkage between corporate financial policy and strategy.
- Explain the role financial managers play in developing corporate strategy.
- Effectively assess the economic characteristics and dynamics that drive competition in an industry.
- Evaluate company profitability using measures of company performance - net income - as well as profitability analysis techniques including per share analysis, common-size analysis, percentage change analysis, and alternative measures of income.
- Compare the profitability of company using the rate of return on assets and its components: profit margin and total assets turnover.
- Evaluate short-term liquidity risk, long-term solvency risk, credit risk and bankruptcy risk, systematic risk and fraudulent financial reporting risk.
- Develop financial statement forecasts including balance sheets, income statements, and statement of cash flows.
- Estimate risk-adjusted expected rates of return on equity capital, as well as weighted average costs of capital, to discount future payoffs to present value.
- Determine the impact of the following factors on market multiples, (a) risk and the cost of equity capital, (b) growth, (c) differences between current and expected future earnings, and (d) alternative accounting methods and principles.

Mode of delivery:	Face-to-face
Prerequisite:	“Financial Management” module
Co-requisite:	None
Recommended optional program components:	None

Course contents:

The course provides an advanced analysis of the determinants of corporate capital structure and payout policies, allocation and value of corporate control, and security issuance and retirement. It also provides linkage between financial theory and policy and corporate strategy; the role of financial managers in developing corporate strategy; applications of concepts and techniques using cases.

Recommended readings:

- Bender, R., Corporate Financial Strategy, 4th Edition, Routledge, 2013.
- Banerjee, B., Financial Policy and Management Accounting, PHI Learning, New Delhi, 2010.

Form of examination:

- Continuous assessment based exercises, quizzes and case analyses (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:	B2B Marketing
Course unit code:	BBA313
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1 st Cycle
Year of study:	3 rd
Semester when the course unit is delivered:	1 st
Number of ECTS:	5
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Effectively analyze and explain the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behavior.
- Design strategies and structures to effectively serve the B2B market.
- Apply a systematic approach to problem solving and decision-making in business marketing organizations through the use of case studies.
- Develop a business marketing plan for an organization that mainly targets business customers.

Mode of delivery:	Face-to-face
Prerequisites:	“Marketing” and “Marketing Management” modules
Co-requisite:	None
Recommended optional programme components:	None

Course contents:

The marketing of products and services to organizational buyers comprises a major component of the marketing activity. This course explores the business-to-business (B2B) marketplace, including understanding the unique nature of the business customer's needs, and the complexities of developing an effective B2B marketing strategy. Students learn about organizational buying behavior and the unique characteristics of the B2B customer. The course will enable the student design strategies and presentations to effectively market to the organizational customer.

Recommended readings:

- Coe, J., The Fundamentals of Business-to-Business Sales and Marketing, McGraw-Hill, 2003.
- Ford, D., et al, The Business marketing Course: Managing in Complex Networks, 2nd Edition, Wiley, 2006.

Form of examination:	- Continuous assessment based case analyses and presentations (40% of overall grade).
	- A three-hour individual written exam at the end of the course (60% of overall grade).
	(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction:	English
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Work placement:

Course unit title:	Entrepreneurship
Course unit code:	BBA314
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1 st Cycle
Year of study:	3rd
Semester when the course unit is delivered:	1 st
Number of ECTS:	5
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Analyze the development of entrepreneurship as a field of study and as a profession.
- Explain the creative process of opportunity identification and screening.
- Identify and effectively analyze innovation in the creation of sustainable competitive advantage.
- Use business models, pro-forma statements and cash flow projections to understand venture processes.
- Describe a new business in a well-written venture plan.
- Design and operate an entrepreneurial business venture.
- Effectively analyze an entrepreneurial business venture in the international market.

Mode of delivery: Face-to-face

Prerequisites and co-requisites: None

Recommended optional program components: None

Course contents:

Successful entrepreneurial activity requires a solid foundation in several key areas of business. This course will focus on multiple topics including; benefits/drawbacks of entrepreneurship, concept to new venture, avoiding common mistakes, strategic management, forms of business ownership and franchising, pricing strategies, financing, location selection, and human capital management. The course shall also focus on creativity and innovation and application of these concepts to entrepreneurship. It provides a basic introduction to the relationships between creativity, innovation and entrepreneurship, and focuses on helping students discover their innate potential in each of these areas.

Recommended readings:

- Scarborough, N.M., Essentials of Entrepreneurship and Small Business Management, 7th Edition, Pearson, 2014.
- Barringer, B.R., Entrepreneurship: Successfully Launching New Ventures, 4th edition, Pearson, 2012.

Form of examination: - Continuous assessment based on case analyses and presentations (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title:	Logistics
Course unit code:	BBA315
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	1 st Cycle
Year of study:	3 rd
Semester when the course unit is delivered:	1 st
Number of ECTS:	5
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Critically analyze and explain modern concepts and applications of logistics management in supply chain and global business environment.
- Analyze and solve logistics problems and make decisions in logistics planning and scheduling.
- Effectively utilize quantitative and qualitative methods and software applications in managing logistics function and logistics information systems.
- Define logistics and transport terms that are used in every day logistics and transport processes.
- Explain the purpose of logistics within the organization.
- Illustrate the interaction and interdependence of each logistics function.
- Propose ways in which the logistics processed could be improved.
- Assess the logistics strategy of the organization.

Mode of delivery:	Face-to-face
Prerequisite:	“Operations Management” module
Co-requisite:	None
Recommended optional program components:	None

Course contents:

Logistics is introduced in this course as a key process for the success of the organization in the international business environment. The objective is to acquaint the student with the use of logistics management theory and techniques for analyzing and controlling global manufacturing and operations management activities. The course examines information systems technology that supports modern logistics operations at the global level including transaction processing systems used in the creation and delivery of goods and services. Similarly, integrated functions of global logistics within the supply chain such as transportation, warehousing, materials handling, packaging, inventory, control, customer service and logistics information systems are thoroughly examined.

Recommended readings:

- Christopher, M., Logistics and Supply Chain Management, 4th Edition , Financial Times/Prentice-Hall, 2010.

Form of examination:

- Continuous assessment based on case analyses and presentation (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:

Management Simulation

Course unit code:

BBA316

Type of course unit (compulsory, optional):

Compulsory

Level of course unit:

1st Cycle

Year of study:

3rd

Semester when the course unit is delivered:

1st

Number of ECTS:

5

Name of lecturer:**Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Integrate the various aspects of management (technical, financial, HR, marketing, etc.).
- Analyze and discuss the impact of the introduction of new technologies in a trial and error process that allows for multiple options
- Obtain a first-hand experience of decision making in key situations: bidding for a license, negotiating interconnection and joint venture agreements.
- Explain company operations in the international market.

Mode of delivery:

Face-to-face

Prerequisites or co-requisites:

None

Recommended optional program components:

None

Course contents:

This business game simulates the development of a national mobile market. Participating groups run mobile operators, making strategic, marketing, network planning, staffing and financial decisions. The underlying model simulates the behavior of consumers and gives market shares and other market information, as well as all operational and financial metrics.

Recommended readings:

- CESIM Global Challenge: Simulation for Strategy and International Management, CESIM, Helsinki, 2007.

Form of examination:

- Continuous assessment based on the simulation exercises (40% of overall grade).

- Group presentations at the end of the simulation and submission of a comprehensive follow-up report (60% of overall grade).

Language of instruction:

English

Work placement:

Course unit title:

Interpersonal Relations & Crisis Management

Course unit code:

BBA317

Type of course unit (compulsory, optional):

Compulsory

Level of course unit:

1st Cycle

Year of study:

3rd

Semester when the course unit is delivered:

1st

Number of ECTS:

5

Name of lecturer:**Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Analyze and explain interpersonal relations and crisis management problems in and outside the organization.
- Demonstrate effective problem-solving abilities in and outside the organization.
- Know how to effectively manage crisis in and outside the organization.

Mode of delivery:

Face-to-face

Prerequisites or co-requisites: None

Recommended optional program components: None

Course contents:

This course is concerned with lifetime wellness, personal growth, self-understanding, physical and mental health, decision making, understanding others, and developing strong positive relationships in a business environment. Communication, problem solving, creative thinking and self-discipline are a few of the skills explored in this class. The course shall also address issues related to how to manage crisis in business and other settings. The early part of the course will develop an understanding of the self and person perception processes in the context of social interaction. The focus will then shift to processes that distinguish types of relationships and influence the development of relationships (e.g. social exchange, intimacy). Finally, close relationships will be examined in terms of constructs indigenous to interpersonal relationships (e.g. trust and attachment) and other social cognitive constructs (e.g. attributions and schemas) which will be reconsidered in an interpersonal context.

Recommended readings:

- Bernstein, J., Manager's Guide to Crisis Management, McGraw-Hill, 2011
- Berscheid, E., and Regan, P., The Psychology of Interpersonal Relationships, Pearson, 2004.

Form of examination: - Continuous assessment based on exercises and case analyses (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the "Bachelor's Student Handbook").

Language of instruction: English

Work placement:

Specialization areas:

1. International Business

Course unit title: International Business

Course unit code: BBAIB321

Type of course unit (compulsory, optional): Compulsory Elective

Level of course unit: 1st Cycle

Year of study: 3rd

Semester when the course unit is delivered: 2nd

Number of ECTS: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Integrate general and international business skills for effective problem-solving.
- Apply cross-disciplinary qualitative and quantitative information to problem resolution and opportunity identification.
- Use oral communication skills in presentation and negotiating environments, and understand the impact of culture on communication.
- Work as part of cross-functional and cross-cultural teams.
- Utilize computer applications and web knowledge in the conduct of international business data research.

Mode of delivery: Face-to-face

Prerequisites: 3rd year 1st Semester modules.

Co-requisites: None

Recommended optional programme components: None

Course contents:

The aim of this course is to provide the students with an advanced insight into the theories of international trade and investment and the practice of companies operating across borders. After taking the course students will be able to have an enhanced understanding of the processes and mechanisms of internationalization and their impact on organizations operating in national and international markets. The course will also help the students better understand developments in the environment that have influenced the internationalization of business. Specific topics which will be addressed in the course include: patterns of international business, international business theories, foreign exchange and international money markets, the international monetary system, the international trade framework, the international legal environment, global business strategy, and multinational operations management.

Recommended readings:

- Hill, C.W.L., International Business: Competing in the Global Marketplace, McGraw-Hill/Irwin, 10th Edition, 2014.
- Luthans, F., and Doh, J.P., International Management : Culture, Strategy and Behavior, 9th Edition, McGraw-Hill/Irwin, 2014.

Form of examination: - Continuous assessment based on case analyses and presentations (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **International Finance**

Course unit code: BBAIB322

Type of course unit (compulsory, optional): Compulsory Elective

Level of course unit: 1st Cycle

Year of study: 3rd

Semester when the course unit is delivered: 2nd

Number of ECTS: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Identify the job functions, ethical consideration, and managerial aspects and responsibilities required to conduct financial business activities in both domestic and global business environment
- Identify the motivations and objectives of investors, evaluate their risk/reward profiles, and utilize critical thinking, analytical tools and economic analysis to construct appropriate investment strategies
- Analyze major financial markets, financial institutions, and major types of financial instruments encountered in business transactions and trades
- Compute common financial ratios, time value of money, expected returns and risk from portfolios of various types of securities and products
- Describe key issues in both domestic and international corporate financial decision-making, solve capital budgeting problems, calculate firm’s cost of capital, determine capital structures and other financial policies, and integrate risk-return tradeoff in making financial decisions.

Mode of delivery: Face-to-face

Prerequisites: 3rd year 1st Semester modules.

Co-requisites: None

Recommended optional programme components: None

Course contents:

The course outlines basic principles essential for participation in international financial markets and for financing international operations. After completing the course students will be able to have a thorough understanding of the international financial system: Specific topics covered include: international monetary market, an overview of the international financial system, foreign exchange and currency risk management, exchange rate determination, international parity conditions, foreign exchange derivatives, global financing, corporate foreign exchange risk management, valuation and the structure of multinational operations, international portfolio investment and asset pricing.

Recommended readings:

- Pilbeam, K., International Finance, 4th Edition, Palgrave/Macmillan, 2013

Form of examination:

- Continuous assessment based on exercises and quizzes (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:

International Economics

Course unit code:

BBAIB323

Type of course unit (compulsory, optional):

Compulsory Elective

Level of course unit:

1st Cycle

Year of study:

3rd

Semester when the course unit is delivered:

2nd

Number of ECTS:

5

Name of lecturer:**Learning outcomes of the course unit:**

Upon successful completion of this course the student will be able to:

- Analyze the determinants, patterns and effects of international trade within a general equilibrium framework, where the interrelationships amongst product and factor markets in an economy are explicitly taken into consideration.

- Describe theoretical models in international economics and apply these theories to the real world issues.
- Explain the effect of government policies in international economics.
- Distinguish between the efficiency implications and distributional consequences of trade and trade policy.
- Understand the role of politics in trade and vice versa.

Mode of delivery: Face-to-face

Prerequisites: 3rd year 1st Semester modules.

Co-requisites: None

Recommended optional programme components: None

Course contents:

The course aims to provide students with the tools for understanding the implications of policy changes, shocks and disturbances in the international economy. Topics addressed include: labor productivity and comparative advantage, resources and trade, economies of scale, international trade, the instruments of trade policy, exchange rates and the foreign exchange markets, price levels and the exchange rate, etc.

Recommended readings:

- Pugel, T., International Economics ,15th Edition, McGraw-Hill/Irwin, 2011.

Form of examination: - Continuous assessment based on exercises and quizzes (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **International Marketing**

Course unit code: BBAIB324

Type of course unit (compulsory, optional): Compulsory Elective

Level of course unit: 1st Cycle

Year of study: 3rd

Semester when the course unit is delivered: 2nd

Number of ECTS: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Analyze the concept of global markets.
- Identify how business customs and motivations may vary from country to country.
- Describe how marketing decisions are made with differences in the political, legal, economic, and cultural environments.
- Explain the different issues concerning product, pricing, placement, and promotional strategies for companies operating in various countries.
- Formulate and assess international marketing strategies.
- Analyze and explain the process and complexities associated with the implementation of international marketing programmes.
- Analyze and explain the implications of international marketing on the activities of organizations such as WTO, the European Union, other regional trading blocs (i.e. NAFTA, ASEAN, etc.).

Mode of delivery: Face-to-face

Prerequisite: 3rd year 1st Semester modules.

Co-requisite: None

Recommended optional programme components: None

Course contents:

The aim of this course is to introduce to the students the particularities of international marketing management, and familiarize them with the strategic dimensions that constitute the decisions concerning the presence of products and services in the foreign market. The course will provide students with the knowledge necessary for participating in the creation of a marketing plan adapted to international conditions. Topics covered include: the scope and challenges of international marketing, the international business environment, the impact of culture on international marketing, assessing international market opportunities, developing international marketing strategies, international distribution system, pricing for international markets, organizing international marketing activities, etc.

Recommended readings:

- Cateora, P.R. et al, International Marketing, 15th Edition, McGraw-Hill/Irwin, 2010.

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).
- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

2. Finance specialization

Course unit title: International Finance

Course unit code: BBAFN325

Type of course unit (compulsory, optional): Compulsory Elective

Level of course unit: 1st Cycle

Year of study: 3rd

Semester when the course unit is delivered: 2nd

Number of ECTS: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Identify the job functions, ethical consideration, and managerial aspects and responsibilities required to conduct financial business activities in both domestic and global business environment
- Identify the motivations and objectives of investors, evaluate their risk/reward profiles, and utilize critical thinking, analytical tools and economic analysis to construct appropriate investment strategies
- Analyze major financial markets, financial institutions, and major types of financial instruments encountered in business transactions and trades
- Compute common financial ratios, time value of money, expected returns and risk from portfolios of various types of securities and products
- Describe key issues in both domestic and international corporate financial decision-making, solve capital budgeting problems, calculate firm’s cost of capital, determine capital structures and other financial policies, and integrate risk-return tradeoff in making financial decisions.

Mode of delivery: Face-to-face

Prerequisite: 3rd year 1st Semester modules.

Co-requisites: None

Recommended optional programme components: None

Course contents:

The course outlines basic principles essential for participation in international financial markets and for financing international operations. After completing the course students will be able to have a thorough understanding of the international financial system: Specific topics covered include: international monetary market, an overview of the international financial system, foreign exchange and currency risk management, exchange rate determination, international parity conditions, foreign exchange derivatives, global financing, corporate foreign exchange risk management, valuation and the structure of multinational operations, international portfolio investment and asset pricing.

Recommended readings:

- Pilbeam, K., International Finance, 4th Edition, Palgrave/Macmillan, 2013.

Form of examination: - Continuous assessment based on exercises and quizzes (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement

Course unit title: Financial Accounting

Course unit code: BBAFN326

Type of course unit (compulsory, optional): Compulsory Elective

Level of course unit: 1st Cycle

Year of study: 3rd

Semester when the course unit is delivered: 2nd

Number of ECTS: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Apply basic computational techniques to solve quantitative financial accounting problems.
- Draw from financial information to construct a debit/credit transaction in good form.

- Demonstrate knowledge of the business accounting cycle for the corporate form of business
- Identify and describe terms associated with financial accounting.
- Prepare and interpret a multiple-step income statement, retained earnings statement, and classified balance sheet for a merchandising firm organized as a corporation.
- Demonstrate knowledge of accounting for short-term liquid assets, long-term assets, current liabilities, long term liabilities and stock holders' equity.

Mode of delivery: Face-to-face

Prerequisite: 3rd year 1st Semester modules.

Co-requisite: None

Recommended optional programme components: None

Course contents:

Financial Accounting is concerned with recording, summarizing, communicating and distributing data about the financial activities of a business. One of the key tasks in financial accounting is the setting of standards by which the reporting of companies will be undertaken. The International Accounting Standards Board (IASB) is an example of a standard setter. The IASB attempts to achieve more agreement on a global basis aimed at the harmonization in accounting standards. Participants in this course will be able to learn the principles of financial accounting, including the role of important organizations such as IASB in achieving harmonization of accounting standards around the world.

Recommended readings:

- Weil, R.L., et al, Financial Accounting: An Introduction to Concepts, Methods, and Uses, 14th Edition, Cengage learning, 2012.

Form of examination: - Continuous assessment based on exercises and quizzes (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Investment Analysis

Course unit code: BBAFN327

Type of course unit (compulsory, optional): Compulsory Elective

Level of course unit: 1st Cycle

Year of study: 3rd

Semester when the course unit is delivered: 2nd

Number of ECTS: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Acquire knowledge of the theory, tools, terminology and professional ethics of investment management.
- Understand the limits of such knowledge and its effects on analyses and interpretation;.
- Develop numeracy and computational skills, power of inquiry, logical thinking, critical thinking and capacity for independent and self-managed learning.
- Define the major asset classes, various financial securities and features of those securities.
- Explain how financial securities are traded.
- Calculate and compare various measures of risk and return.
- Describe the key theories and concepts related to investment portfolios.
- Calculate bond values and yields and explain various bond investment strategies.
- Calculate equity values using alternative valuation models.
- Use information technology tools to find and trade financial securities.

Mode of delivery: Face-to-face

Prerequisite: 3rd year 1st Semester modules.

Co-requisite: None

Recommended optional program components: None

Course contents:

The objective of this course is to introduce to the student the basic tools used by investment professionals in the investment of marketable securities. The focus is on investment environment and process. The investment environment includes the kinds of marketable securities that exist and where and how they are bought and sold; The investment process is concerned with how an investor should proceed in making decisions about what marketable securities to invest in, how extensive the investments should be, and when the investments should be made. Students will be able to learn these of analyzing and evaluating these matters in this course.

Recommended readings:

- Jones, C.P., Investments : Analysis and Management, 12th edition, Wiley, 2012.
- Reilly, F.K., and Brown, K.C., Investment Analysis and Portfolio Management, 10th; Edition, Cengage Learning, 2011.

Form of examination: - Continuous assessment based on exercises and quizzes (40% of overall grade).
 - A three-hour individual written exam at the end of the course (60% of overall grade).
 (For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Financial Markets
Course unit code: BBAFN328
Type of course unit (compulsory, optional): Compulsory Elective
Level of course unit: 1st Cycle
Year of study: 3rd
Semester when the course unit is delivered: 2nd
Number of ECTS: 5
Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Describe, explain, and use contemporary financial measures of risk management and performance.
- Interpret the role and determinants of interest rates and interaction of interest rates with money supply as controlled by the Federal Reserve System.
- Assess the economic environment and the impact of regulatory policies on consumers and financial institutions.
- Assess the various markets for securities (including money markets, bond markets, mortgage markets, foreign exchange markets, derivative markets) and its role in financial markets.
- Discuss recent trends in the industry and causes of the recent financial crisis.
- Assess the various theoretical concepts underlying money and capital markets
- Explain pricing conventions in the money market.
- Examine and explain the characteristics of money market assets; unique features of specific money market assets
- Know how to use money market assets to finance a debt portfolio.
- Effectively explore and explain the underwriting theories about the under-pricing of IPOs and other primary market approaches.

Mode of delivery:	Face-to-face
Prerequisite:	3 rd year 1 st Semester modules.
Co-requisites:	None
Recommended optional program components:	None

Course contents:

The course is concerned with the structure, operation, and regulation of modern financial markets. It will address the mechanisms that have evolved in the equity and debt markets to facilitate effective allocation and employment of capital. The course will focus on examining the microstructure of international financial markets. The student will learn how the money market provides debt claims for short-term money management; how the equity and bond markets provide issuers with long-term financing; how newly created financial assets are introduced through the primary market; and how electronic and floor-based equity markets differ. Finally, the course will address government regulation of the markets.

Recommended readings:

Dana, R-A., et al, Financial Markets in Continuous Time, Springer, 2007.

- Form of examination:**
- Continuous assessment based on exercises and quizzes (40% of overall grade).
 - A three-hour individual written exam at the end of the course (60% of overall grade).
- (For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title:	Project Management
Course unit code:	BBA330EL
Type of course unit (compulsory, optional):	Optional Elective
Level of course unit:	1 st Cycle
Year of study:	3 rd
Semester when the course unit is delivered:	2 nd
Number of ECTS:	5
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Evaluate and select the most desirable projects.
- Identify desirable characteristics of effective project managers.
- Apply appropriate approaches to plan a new project.
- Apply appropriate methodologies to develop a project schedule.
- Develop a suitable budget for a new project & Identify important risks facing a new project.
- Apply appropriate techniques to assess ongoing project performance.

Mode of delivery:

Face-to-face

Prerequisite:

3rd year 1st Semester modules.

Co-requisite:

None

Recommended optional program components:

None

Course contents:

This course provides students with an advanced knowledge in the field of Project Management. It builds upon the foundation course, “Fundamentals of Management” taken in the first year of the program. Successful completion of this course is therefore a prerequisite for taking the present course. Project management has grown in importance and popularity during the last few years. It is now used in virtually all sectors of the economy and mid-level managers with project management skills are in short supply. By completing the Project Management course, students will understand how to improve productivity, effectively organize projects, and understand the project life cycle, master the basic project management skills, link realistic objectives to stakeholder needs, establish dependable monitoring techniques, estimate project costs, agree on realistic time schedules.

Recommended or required reading:

Kerzner, H.R., Project Management: A Systems Approach to Planning, Scheduling and Controlling, 11th Edition, Wiley, 2013.

Form of examination:

- Continuous assessment based on case studies and presentations (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:

Mergers and Acquisitions

Course unit code:	BBA331EL
Type of course unit (compulsory, optional):	Optional Elective
Level of course unit:	1 st Cycle
Year of study:	3 rd
Semester when the course unit is delivered:	2 nd
Number of ECTS:	5
Name of lecturer:	

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Identify and explain the key concepts and trends associated with mergers and acquisitions.
- Formulate and appraise the major strategic, economic, financial, and governance issues of mergers and acquisitions
- Examine the role mergers and acquisitions play in the contemporary corporate world.
- Effectively analyze transactions in mergers and acquisition situations.

Mode of delivery:	Face-to-face
Prerequisite:	3 rd year 1 st Semester modules.
Co-requisite:	None
Recommended optional programme components:	None

Course contents:

This course covers the broad field of mergers and acquisitions (M&A). The primary objective of the course is to enable the student to gain a well-rounded understanding of the major strategic, economic, financial, and governance issues of mergers and acquisitions. Students will apply learned content to real mergers and acquisitions and have the opportunity to present to the class their findings and conclusions. The aim of the course therefore is to examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value. The course will provide the student a framework for analyzing transactions including understanding strategic rationale, valuation methodologies, deal structures, bidding strategies, and the need for a value proposition. It will show how M&A can be used successfully as well as its pitfalls, dangers and risks.

Recommended reading:

- Carney, W.J., Mergers and Acquisitions: Cases and Materials, 3rd. Edition, Foundation Press, 2011.
- Carney, W.J., Mergers and Acquisitions: The Essentials, Aspen Publishers, 2009.

Form of examination:	- Continuous assessment based on exercises and quizzes (40% of overall grade).
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- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: e- Commerce

Course unit code: BBA332EL

Type of course unit (compulsory, optional): Optional Elective

Level of course unit: 1st Cycle

Year of study: 3rd

Semester when the course unit is delivered: 2nd

Number of ECTS: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Identify and explain the key concepts and trends associated with E-Commerce.
- Identify the determinants of the most commonly used tools and techniques in e-Commerce.
- Conceptual and practical education in the best practices used by industry leaders to produce superior business results in the management of E-Commerce.
- Explain the major differences between e-Commerce customers in different industries
- Identify and effectively analyze e-Commerce framework and technology.
- Explain various strategies a company may use to manage e-Commerce activity for competitive advantage.

Mode of delivery: Face-to-face

Prerequisite: 3rd year 1st Semester modules.

Co-requisite: None

Recommended optional programme components: None

Course contents:

Electronic commerce and supporting technologies are evolving at such a rapid pace that it is difficult to comprehend the basic principles fuelling this revolution. The course will introduce participants to the recent developments in this field thus providing them with an in-depth understanding of the business opportunities as well as the strategic and management issues that companies face in the electronic world. More specifically the course will analyze the impact of electronic commerce on business and marketplace transformation in the context of business-to-business as well as business-to-consumer e-commerce.

Recommended or required reading:

- Laudon, K and Carol Traver, E-Commerce, 10th Edition , Pearson, 2014

Form of examination:

- Continuous assessment based on case analyses and presentations (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction:

English

Course unit title: **Multinational Financial Management**

Course unit code: BBA333EL

Type of course unit (compulsory, optional): Optional Elective

Level of course unit: 1st Cycle

Year of study: 3rd

Semester when the course unit is delivered: 2nd

Number of ECTS: 5

Name of lecturer:

Learning outcomes of the course unit:

Upon successful completion of this course the student will be able to:

- Have an understanding of the key concepts and trends associated with multinational financial management.
- Have an understanding of global capital markets and fundamental international parity relationships.
- Identify and analyze financial risks in the environment in which multinational organizations operate.
- Compare and contrast the fundamental ways of dealing with different types of exchange rate uncertainty.

- Develop analytical skills to deal effectively with the analysis and management of currency issues and analyze the Spot and Derivative transactions in the Forex market.
- Apply the principles of capital issuance and capital budgeting of financial decisions to an international context
- Apply the above concepts to the decision making process faced by any financial manager.

Mode of delivery: Face-to-face

Prerequisite: 3rd year 1st Semester modules.

Co-requisite: None

Recommended optional programme components: None

Course contents:

This course introduces the international markets in which multinational organizations operate. It will provide the students with an understanding of the important international economic factors and relationships that can affect a multinational organization. The material covered in this course will be used to assess the risk of the economic environment in which multinational organizations operate, and examine the decisions facing financial managers in a global environment and the tools used in making those decisions. The topics include foreign currency exchange rates, arbitrage and parity conditions, currency risk management, cross-border valuation and financing in the global market.

Recommended or required reading:

- Shapiro, A.C., Foundations of Multinational Financial Management, 6th Edition, Wiley, 2009.

Form of examination: - Continuous assessment based on exercises and quizzes (40% of overall grade).

- A three-hour individual written exam at the end of the course (60% of overall grade).

(For details on forms of examination please refer to Chapter 3 of the “Bachelor’s Student Handbook”).

Language of instruction: English

Work placement:

The IBF thesis represents a total of 15 ECTS credit points. Students are free to choose the theme of their thesis as long as this is in conformity with their area of specialization in the IBF programme. The thesis must be based on three months internship training (or a consultancy assignment of similar duration) in an organization. The thesis is to be defended orally in a Bachelor's viva (please refer to pp. 17 to 19 of the Bachelor's Student Handbook for detailed information)