

MBA Module Descriptions

(Version: April 2018)

<u>Code</u>	<u>Courses</u>	<u>Class Hours</u>	<u>Self-Study Hours</u>	<u>ECTS*</u>
First Semester: Core Modules in Management				
MBA501	Strategic Management	35	66	5
MBA502	Marketing Management	35	66	5
MBA503	Managerial Accounting and Finance	35	66	5
MBA504	Organizational Behaviour and HRM	35	66	5
MBA505	Operations Management	35	66	5
MBA506	Research Methodology	45	70	6
	TOTAL	220	400	31
Second Semester: 8 Specialization Options in Management (Choice of <u>one</u>)				
MGBGB	1. Global Business			
MBAGB511	Global Business Strategy	30	40	3
MBAGB512	Global Marketing	30	40	3
MBAGB513	Global Investments	30	40	3
	Global Business Research and Thesis		310	20
	TOTAL	90	430	29
MBAGF	2. Global Finance			
MBAGF521	Global Corporate Finance	30	40	3
MBAGF522	Global Investments	30	40	3
MBAGF523	Financial Markets	30	40	3
	Global Finance Research & Thesis		310	20
	TOTAL	90	430	29
MBAMIDA	3. Marketing in the Digital Age			
MBAMIDA531	Strategic Marketing in the Digital Age	30	40	3
MBAMIDA532	Social Media and Marketing	30	40	3
MBAMIDA533	Multichannel Marketing	30	40	3
	Digital Marketing Research and Thesis		310	20
	TOTAL	90	430	29
MBAHRM	4. Human Resources Management			
MBAHRM541	Leadership Development & Competency Mgt.	30	40	3
MBAHRM542	Global Diversity & Cross-Cultural Management	30	40	3
MBAHRM543	Business Ethics & Corporate Social Responsibility	30	40	3
	HRM Research & Thesis		310	20
	TOTAL	90	430	29
MBAEI	5. Entrepreneurship and Innovation			
MBAEI551	Entrepreneurship in the Global Market	30	40	3
MBAEI552	Management of Innovation & Change	30	40	3
MBAEI553	Entrepreneurship Business Plan	30	40	3
	Entrepreneurship & Innovation Research & Thesis		310	20
	TOTAL	90	430	29
MBASCOM	6. Supply Chain and Operations Management			
MBASCOM561	Supply Chain Planning & Management	30	40	3
MBASCOM562	Global Operations Strategy	30	40	3
MBASCOM563	Total Quality Management	30	40	3
	SC & Operations Management Research & Thesis		310	20
	TOTAL	90	430	29

MBAICTM	7. ICT Management			
MBAICTM571	ICT Project Management	30	40	3
MBAICTM572	Enterprise Resource Planning	30	40	3
MBAICTM573	Innovation & Technology Management	30	40	3
	ICT Management Research & Thesis		310	20
	TOTAL	90	430	29

MBAHCM	8. Healthcare Management			
MBAHCM581	Public Health	30	40	3
MBAHCM582	Applied Epidemiology	30	40	3
MBAHCM583	Quality Management in Healthcare	30	40	3
	Healthcare Management Research & Thesis		310	20
	TOTAL	90	430	29

*ECTS = European Credit Transfer and Accumulation System

First Semester: Core Modules

Course unit title:	Strategic Management
Course unit code:	MBA501
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	2 Cycle
Year of study:	1 st
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 students will be able to:

- Apply the key concepts and steps in the development of a strategic business plan for new or existing companies including:
 1. Assessment and development of companies' starting or current business model and strategy
 2. Evaluation of companies' performance including financials, market share, innovation, and employment.
 3. Analysis of companies' internal resources and capabilities and external environment including value chain, competitors, industries and markets
 4. Development of implementation steps for 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.
- Apply existing theories and conceptual frameworks in elaborating a company's operational performance measures to monitor the effectiveness of the strategy implemented.
- Develop and propose concrete solutions to the problems 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

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The basic principle and practice of Strategic Management are addressed in this course. The focus is on the firm, its industry and competitive environment, its long-term direction and strategy, its resources and capabilities, and its prospects for success. The basic concepts and tools of strategic analysis are presented in an integrated approach and applied to real business context. The module has a very strong international orientation. Topics covered include: the concept of corporate strategy, industry analysis, firm analysis, the nature and sources of competitive advantage, corporate strategy, global strategies and the multinational corporation.

Required reading:

David, F.R. & David, F.R., Strategic Management: A Competitive Advantage Approach, Concepts & Cases, Pearson, 2014.

Barney, J.B. and Hesterly, W., Strategic Management and Competitive Advantage, Pearson, 2014.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title: **Marketing Management**

Course unit code: MBA502

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 2nd Cycle

Year of study: 1st

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:

- Apply the techniques of marketing mix to analyze and propose improvements in a company's competitive position within a given market environment internationally.
- Develop and apply sound marketing management techniques to demonstrate how organizations proceed in developing long lasting relationship with business partners internationally.
- Utilize research techniques in analyzing the marketing environment and the competitive position of an organization within it.
- Examine and critique the practices of real world organization in a given market environment and offer suggestions for areas of improvement.
- Structure and elaborate a marketing strategy for the competitive position of an organization in the global marketplace.
- Apply market-oriented philosophy focused on consumer needs and competitive threats to evaluate a company's competitive marketing strategy.

Mode of delivery:

Face-to-face

Prerequisite and co-requisite:

Recommended optional program component:

Course contents:

The module introduces the basic concepts and practices of modern marketing as applied in a wide variety of settings, including: product and service firms, consumer and business markets, profit and non-profit organizations, domestic, international, and global firms, as well as small, medium sized, and large businesses. A practical and managerial approach to marketing is adopted throughout the course which has a strong international orientation. Cases are used throughout the module in order to illustrate managerial relevance. Topics covered include: the nature of marketing, the environment of marketing; marketing, understanding the relation between marketing and strategy, society and ethical behavior, marketing strategy, global competition and international marketing strategy, consumer behavior, industrial purchasing and buyer behavior, market segmentation, targeting, and positioning strategies, market communication and promotion strategy.

Required reading:

Cravens, D. and Piercy, N., Marketing Management, McGraw-Hill, 2012.

Mullins, J. and Walker, O., Marketing Management: A strategic Decision-Making Approach, McGraw-Hill, 2012.

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 Chapter 3 of the "MBA Student Handbook").

Language of instruction:

English

Work placement:

Course unit title:	Managerial Accounting & Finance
Course unit code:	MBA503
Type of course unit (compulsory, optional):	Compulsory
Level of course unit:	2 Cycle
Year of study:	1 st
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:

- Demonstrate accounting techniques and methods for the formation, dissolution, partner changes, earnings distribution, and liquidation of partnerships.
- Describe various accounting theories in translating financial statements of a foreign subsidiary to the Euro.
- Demonstrate and determine the impacts on parent company's financial statements from applying different foreign currency translation methods.
- Outline and explain the development of consolidation theories, current issues of consolidation, and accounting standards in the E.U. and U.S.A.
- Prepare consolidated financial statements as of the date of acquisition and for periods subsequent to the date of acquisition for 100% and partially owned subsidiaries.
- Demonstrate adjustments to consolidated financial statements from intra-entity transactions between the parent company and its 100% or partially owned subsidiaries.
- Elaborate financial management theories, terminology, concepts, problem-solving and techniques and show how these are used in modern accounting and finance.
- Apply advanced tools and techniques in analyzing complex accounting and finance problems in a variety of organizations.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

The focus of this course is on accounting and financial reporting, analysis, interpretation, and decision-making for managers. The module is internationally oriented. Topics include constructing, analyzing and interpreting financial statements; analyzing transactions, reporting and analyzing operating income, operating assets, debt financing, owner financing, and off-balance-sheet financing.

The course will also focus on analyzing accounting information critical for managerial decision-making within a global business environment. Topics include cost estimation, cost-volume-profit analysis, product costing, activity-based costing and management, operational budgeting, capital budgeting decisions, pricing and target costing, performance evaluation, segment reporting, and balanced scorecard.

Required reading:

Bhimani, A., Management Accounting in the Digital Economy, OUP, 2003.

Bhimani, A., Contemporary Issues in Management Accounting, OUP, 2006.

Olson, O., Guthrie, J, & Humphrey, C., (Eds), Global Warning: Debating International Developments in New Public Financial Management, Cappelan Akademisk Forlag As, Oslo (1998).

Merchant, K., & W Van der Stede, Management Control Systems: Performance Measurement, Evaluation and Incentives, FT/Prentice Hall, 2007.

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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **Organizational Behavior & HRM**

Course unit code: MBA504

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 2 Cycle

Year of study: 1st

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:

- Recognize the various forms of political activity and to 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.
- Acquire communication and public speaking skills
- Draw upon various motivational theories to design a motivational program.
- Develop and use a systematic/structured approach to solve organizational problems.
- Elaborate and explain the concepts and technique of HRM in an organization seen from an international perspective.
- Apply these concepts and techniques to address specific human resources, organizational behavior or management needs at the individual, team, division and/or organizational level.
- Analyze a company's HRM system, evaluate its strengths and weaknesses and propose changes to improve it.

Mode of delivery:

Face-to-face

Prerequisites: co-requisites:

Recommended optional programme components:

Course contents:

This course emphasizes theoretical concepts and practical methods for understanding, analyzing, and predicting individual, group, and organizational behavior (OB) from an international perspective. Topics include work motivation, group dynamics, decision making, conflict and negotiation, leadership, power, and organizational culture. Ethical and international considerations are also addressed. The OB part is organized into three segments covering: fundamental perspectives on organizational design, managing change in organizational design, future forms, current issues and applications.

The course also examines the role of the international human resource professional as a strategic partner in managing today's organizations in the global marketplace. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined. Implications of legal and global environments are appraised and current issues such as diversity training, sexual harassment policies, and rising benefit costs are analyzed. Best practices of employers of choice are considered. Emphasis will be placed on the international and multicultural dimensions of HRM.

Required reading:

Griffin, R.W., and Moorhead, G., Organizational Behavior, South-Western Cengage Learning, 10th edition, 2008.

Briscoe, D., Schuler, R.S., Claus, L., International Human Resources Management, Routledge, 2009.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Operations Management

Course unit code: MBA505

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 2 Cycle

Year of study: 1st

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 students will be able to:

- Understand how operational excellence may become a source of sustained competitive advantage in both manufacturing and service operations, for instance through process innovation (e.g. quick response) and process execution (e.g. lean management).
- Use the product-process matrix to discuss the link between business strategy, and product and process choices.
- Analyze business processes from an international perspective, identify appropriate performance metrics and use these metrics to improve process performance (output, processing times and productivity).
- Understand why variability has a detrimental impact on both manufacturing and services operations and apply models to estimate its impact and evaluate alternatives to reduce it.
- Understand the characteristics, advantages and limits of the most representative manufacturing models such as push and pull.
- Identify the pillars of lean manufacturing, such as just-in-time and total quality management, and understand how and when they can be applied to service operations.
- Understand why supply-demand mismatches are a constraint to profitability in industries with volatile demand. Examine the sources of these mismatches, and identify structural remedies and analytical techniques to hedge against demand uncertainty in today’s global marketplace.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The module introduces operations as a functional area of management and helps the student understand the link with other functional areas in the organization seen from the perspective of the global market environment. Students will learn about the acquisition and allocation of resources to support the production and delivery of goods and services internationally. Both manufacturing and service sectors are covered in the module. Topics addressed include: Understanding the context and challenges of global operations management, contemporary issues in operations management, total quality management, lean production management, Just-in-time approaches and business process re-engineering, case studies.

Required reading:

Pycraft, M., et al, Operations Management, Pearson Education South Africa, 9th edition, 2007

Form of examination: - Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **Research Methodology**

Course unit code: MBA506

Type of course unit (compulsory, optional): Compulsory

Level of course unit: 2 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 the course the student will be able to:

- Plan, design, and successfully carry out a piece of scholarly research in management
- Successfully write, present and orally defend the MBA thesis in a *viva voce* examination

Topics covered include:

- Philosophy of science
- Epistemology
- Qualitative and quantitative research methods
- Research process in management science
- Thesis preparation, writing, oral presentation and defence.

Mode of delivery:

Face-to-face

Prerequisites and co-requisites: None

Recommended optional programme components:

Course contents:

Required reading:

- Curd, M. and Cover, J.A., *Philosophy of Science: The Central Issues*, W.W. Norton & Company, London, 1998 (or later edition),
- Lancaster, G., *Research Methods in Management: A Concise Introduction to research in management and Business Consultancy*, Butterworth-Heinemann, London, 2004.

Form of examination: - Continuous assessment based on exercises and quizzes (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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement:

Second Semester: 8 Specialization Options (Choice of one)

1. Global Business

Course unit title:	Global Business Strategy
Course unit code:	MBAGB511
Type of course unit (compulsory, optional):	Compulsory Elective
Level of course unit:	2 Cycle
Year of study:	1st
Semester when the course unit is delivered:	2 nd
Number of ECTS:	3

Name of lecturer:

Learning outcomes of the course unit:

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

- Demonstrate familiarity with the fundamental concepts of international business.
- Understand the concepts of strategy and components of the strategic management process.
- Analyze the forces of competition in a company's external environment and their relationship with strategic opportunities and threats.
- Identify the company's internal resources and capabilities and utilize these as the basis for formulating a competitive business strategy in the global marketplace.
- Discuss how a company can build and maintain a competitive advantage through its choice of global, corporate, business or functional level strategies.
- Identify the range of strategies available to a company.
- Discuss the nature of strategic changes in an organization
- Effectively work in teams to present cases and other group work.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

This course focuses on providing business graduates with relevant skills in global strategic management to advance their skills and abilities so that they can position their organisations

strategically and contribute towards an organisation's competitive advantage. The course draws on several different academic disciplines including economics, international economics, strategic management, with the central objective of drawing out the implications for the company within the global business environment.

Required reading:

Hill C. W.L., International Business, Competing in the Global Marketplace, 7th edition, Illinois: Irwin, McGraw-Hill, 2008.

Dunning J.H., Lundan S.M., Multinational Enterprises and the Global Economy, 2nd edition, Edward Cheltenham: Elgar Publishing Ltd, 2008.

Form of examination: - Continuous assessment based on exercises and quizzes (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 Chapter 3 of the "MBA Student Handbook").

Language of instruction: English

Work placement:

Course unit title:	Global Marketing
Course unit code:	MBAGB512
Type of course unit (compulsory, optional):	Compulsory Elective
Level of course unit:	2 Cycle
Year of study:	1 st
Semester when the course unit is delivered:	2 nd
Number of ECTS:	3
Name of lecturer:	

Learning outcomes of the course unit:

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

- Use research, specific media and targeted copy and design to manage promotional campaigns.
- Understand consumer behavior and how it relates to effective marketing strategies.
- Create, build and manage a brand.
- Take an analytical approach to selling in relation to customer satisfaction.
- Use communications to connect with target markets and spark them to take action.

- Understand the impact of international economic, social and political relationships on corporations.
- Develop relationships within international markets and improve international competitiveness.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The course focuses on the alignment of the firm's international marketing strategy and its information technology strategy in order to maximize its Organizational Learning and Knowledge Management abilities at the global level. Topics addressed include : the scope and challenges of international marketing, information technology as enabler of successful international marketing, the international business environment, the impact of culture on international marketing, assessing international market opportunities, developing international marketing strategies, the role of information systems and technology in successful international marketing.

Required reading:

Keegan, W.J. and Green, M., Global Marketing, 7th. Edition, Pearson, 2013.

Hollensen, S., Global Marketing: A Market-Responsive Approach, Prentice-Hall, 1998 (or later edition).

Cundiff, E.W., and Hilger, M.T., Marketing in the International Environment, Prentice-Hall, 1988 (or later edition).

Form of examination: - Continuous assessment based on case analyses and 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 Chapter 3 of the "MBA Student Handbook").

Language of instruction: English

Work placement:

Course unit title: **Global Investments**

Course unit code: MBAGB513

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

Level of course unit: 2nd Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit:

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

- Identify and describe terms and concepts associated with global investments
- Describe and discuss various global investment opportunities
- Differentiate between short-term and long-term investments
- Demonstrate knowledge of corporate rationale for the issuance of corporate stocks and bonds
- Describe and discuss the basic concepts of the stock, bond, and mutual fund markets
- Describe and discuss the real estate market and the advantages and disadvantages of real estate in an investment portfolio

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

This course is aimed at enabling students understand and master what a good international investment environment entails, what agencies are working at it, including OECD, World bank, IMF and others, and how they do it. While achieving this objective, the course will help students get familiar with concepts involved and try to develop analytical skills.

Required reading:

Solnik, B. & McLeavey, D.W., Global Investments, 3rd. edition, Addison-Wesley Pearson, 2008.

Form of examination: - Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

2. Global Finance

Course unit title:	Global Corporate Finance
Course unit code:	MBAGF521
Type of course unit (compulsory, optional):	Compulsory Elective
Level of course unit:	2 Cycle
Year of study:	1 st
Semester when the course unit is delivered:	2 nd
Number of ECTS:	3
Name of lecturer:	

Learning outcomes of the course unit:

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

- Describe working capital management and evaluate a company's management of accounts receivable, inventory, and accounts payable over time.
- Describe how companies raise venture capital, make initial public offering, and use private placement.
- Describe both long and short-term sources of finance.
- Describe the workings of the capital market.
- Apply utility and portfolio theory and the capital asset pricing model.
- Recognize and apply financial ratios in credit and risk management.
- Describe and apply the effects of gearing on the capital structure of companies using arguments of Modigliani and Miller.
- Describe possible conflicts of interests between shareholders and bond holder.
- Describe the use of cross-section analysis of accounting data, inter-firm and inter-industry comparisons, and the management of foreign exchange.
- Describe the strategic importance of forensic accounting and good corporate governance.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

This course is designed to allow students to gain a fundamental and sound understanding of the primary sources of finance and the workings of the capital market and the implications of various

funding and investment appraisal techniques in managerial decision-making. This will in turn allow students to demonstrate the various techniques of financial analysis and foreign exchange management.

Required reading:

Shapiro, A.C. and Balbirer, S.D., Modern Corporate Finance, Prentice-Hall, 2009

Form of examination:

- Continuous assessment based on exercises and quizzes (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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:

Global Investments

Course unit code:

MBAGF522

Type of course unit (compulsory, optional):

Compulsory Elective

Level of course unit:

2nd Cycle

Year of study:

1st

Semester when the course unit is delivered:

2nd

Number of ECTS:

3

Name of lecturer:

Learning outcomes of the course unit:

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

- Identify and describe terms and concepts associated with global investments.
- Describe and discuss various global investment opportunities.
- Differentiate between short-term and long-term investments.
- Demonstrate knowledge of corporate rationale for the issuance of corporate stocks and bonds.
- Describe and discuss the basic concepts of the stock, bond, and mutual fund markets
- Describe and discuss the real estate market and the advantages and disadvantages of real estate in an investment portfolio.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

This course is aimed at enabling students understand and master what a good international investment environment entails, what agencies are working at it, including OECD, World bank, IMF and others, and how they do it. While achieving this objective, the course will help students get familiar with concepts involved and try to develop analytical skills. Thus they will find out how international investments became global in a shift that became key to business success today.

Required reading:

Solnik, B. & McLeavey, D.W., Global Investments, Pearson, 2008.

Form of examination: - Continuous assessment based on exercises and quizzes (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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

Course unit title:	Financial Markets
Course unit code:	MBAGF523
Type of course unit (compulsory, optional):	Compulsory Elective
Level of course unit:	2nd Cycle
Year of study:	1 st
Semester when the course unit is delivered:	2 nd
Number of ECTS:	4
Name of lecturer:	

Learning outcomes of the course unit:

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

- Analyze how the money market provides debt claims for short-term money management.
- Analyze how the equity and bond markets provide issuers with long-term financing.
- Elaborate how newly created financial assets are introduced through the primary market.
- Distinguish the differences between electronic and floor-based equity markets.
- Have a better appreciation of the regulation of these markets by government.
- Have a deep appreciation of the profound influence of governmental intervention on the evolution of financial market.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

The course will introduce to the student to the structure, operation, and regulation of modern financial markets. Well-functioning financial markets are essential for the effective allocation and employment of capital. The course will address the mechanisms that have evolved in the equity and debt markets to facilitate effective allocation of capital. It will also review the basic macroeconomic environment in which markets operate and examine the microstructure of the global financial markets.

Required reading:

Fabozzi, F.J., Modigliani, F.G., Jones, F.J. Foundations of Financial Markets and Institutions, 4th edition, Prentice Hall, 2009.

Form of examination:

- Continuous assessment based on exercises and quizzes (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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

3. Marketing in the Digital Age

Course unit title:	Strategic Marketing in the Digital Age
Course unit code:	MBAMIDA531
Type of course unit:	Compulsory Elective
Level of course unit:	2 Cycle

Year of study: 1
Semester when the course unit is delivered: 2nd
Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit:

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

- Properly assimilate concepts, theories and models necessary for an understanding of the dynamics of marketing in the information age;
- Become familiar with the parameters determining an effective global marketing strategy in the information age;
- Design and implement marketing strategies of an organization operating in a competitive global marketplace;
- Apply the knowledge gained from the course in better enhancing the overall competitive position of an organization in the global marketplace.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

The advent of modern information technology (IT) has brought about revolutionary changes in the way businesses are run today. In the field of marketing the influence of IT has included the way in which marketing information is collected, structured and disseminated in a way that allows effective marketing strategies to be executed. The course is structured in a way that responds precisely to the changing dynamics of marketing in the information age. The module will introduce to the student the concepts, theories, and models necessary for a proper understanding of the dynamics of marketing in the information age; familiarize the students with the changing dynamics of marketing in today's global marketplace. It will also provide students with the tools, applications, and frameworks necessary for successful marketing of products and services in today's highly competitive and dynamic information age. It will address specific issues related to proven approaches utilizing modern IT methods that have significantly impacted marketing strategy and management in the information age; the module will also enable the student have a better understanding of the impact of modern information and communication technology on marketing theory and practice. Finally, the module will also enable the student to formulate and implement an effective marketing strategy in a global marketing environment dominated by modern information and communication technology.

Required reading:

Chaffey, D., Ellis-Chadwick, F., Digital Marketing: Strategy, Implementation and Practice, 5th edition, Pearson Education, 2012.

Sheldrake, P., The Business of Influence: Reframing Marketing and PR for the Digital Age, Wiley, 2011.

Daniel, E. et al, Marketing in the Digital Age, Pearson Education, London, 2001.

O'Connor, J. And Galvin, E., Marketing in the Digital Age, 2nd. Edition, Financial Times management, 2000.

Postman, P. The Marketing Era: Marketing to the Imagination in a Technology-Driven World, McGraw-Hill, N.Y. 1998.

Form of examination: - Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Social Media and Marketing

Course unit code: MBAMIDA532

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

Level of course unit: 2 Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit:

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

- Have a thorough understanding of the impact of social media on marketing
- Effectively utilize social media as the for developing and implementing a successful marketing strategy in the global marketplace
- Utilize social media to establish and maintain online presence in the marketplace
- Examine and assess the roles of the consumer, online communities, crowd sourcing, and the impact of new technologies and changing lifestyles on marketing activities.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:**Recommended optional program components:****Course contents:**

This course covers all things social starting with the philosophy of social media and Marketing, followed by how to develop social media strategy, tactics, and social mobile and finally, how to pull it all together. It will explore a broad range of Internet-based social media and integrating their use into overall strategic marketing efforts. The focus will be on using social media to establish and maintain an effective online presence. Among other topics, the course will examine online advertising, website and search engine optimization, and analytics. Through case studies, discussions, and interactive exercises, the student will be able to learn about the history of communities and how to define and evaluate social media. We will examine and assess the roles of the consumer, online communities, crowd sourcing, and the impact of new technologies and changing lifestyles. Identify market leaders and key tools, and learn how to effectively integrate them into your marketing mix.

Required reading:

Barker M., Barker.D., Bormann N., Neher K., Social Media Marketing: A Strategic Approach, Cengage Learning, 2012.

Zarrella.D., The Social Media Marketing Book, O'Reilly Media, 2009.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement:**Course unit title:**

Multichannel Marketing

Course unit code:

MBAMIDA533

Type of course unit (compulsory, optional):

Compulsory Elective

Level of course unit:

2 Cycle

Year of study:

1st

Semester when the course unit is delivered:

2nd

Number of ECTS:

3

Name of lecturer:

Learning outcomes of the course unit:

Following completion of the course the student will be able to:

- Have an enhanced understanding of how to effectively interact with customers in a dynamic, information driven global market environment
- Utilize various channels of communication to bring marketing messages to customers
- Develop skills in effective utilization of models, techniques, and tools for the definition of sustainable marketing strategies in the international business environment.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

This course helps the students to understand and interact with customers in a constantly evolving market environment. An integrated, multichannel approach is crucial when customers are switching between a range of technologies on a daily basis. Learn to put together effective multichannel campaigns then measure their success.

The course presents models, techniques and tools for the definition of sustainable marketing strategies and their deployment in operational plans. It assumes that the adoption of a multichannel perspective - i.e. the need to take into account different media (mass communication channels, Internet, mobile, digital out of home) in setting up a company's value proposition - and of an experience-based paradigm are crucial for the success of a marketing strategy.

Required reading:

Arikan.A., Multichannel Marketing: Metrics and Methods for on and Offline Success, Sybex, 2008.

Tynan K., Multi-channel Marketing, Irwin, 1994.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

4. Human Resource Management

Course unit title: Leadership Development & Competency Management

Course unit code: MBAHRM541

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

Level of course unit: 2nd Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit:

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

- Effectively assess a leader's actions through the lens provided by these frameworks.
- Apply these theories and frameworks to become better leaders at work in a range of organizations.
- Apply specific leadership techniques of visioning, communicating, motivating, managing conflicts and leading change.
- Understand the cultural basis of leadership practices.
- Use these techniques in a multicultural, international environment.
- Develop integrated models of leadership based on credible perspectives, theories, and research findings.
- Build, lead and effectively manage a team in an organizational setting, and know how to facilitate team performance, etc.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

This course provides an introduction to leadership, highlighting historical and contemporary perspectives and research findings. Students will review fundamental leadership approaches and theories and examine the role of leaders in the 21st Century. Students will also study leadership development approaches and the impact of effective and ineffective leadership within organizations. Strategic leadership practices will be identified and direct application will be emphasized at the individual, interpersonal/group, and organizational level. Throughout the course, students will create an integrated model of leadership based on credible perspectives, theory, and research findings. Integrated models can be directly applied to an organization that the student studies throughout the course.

Finally, the course addresses teaming as a leadership tool to be used in appropriate situations to maximize individual talent through collective interactions. Students will learn what makes a group a team, how to build and lead a team, and how to facilitate team performance. Structured exercises and assessments carried out both in and outside of the classroom will provide students with teaming experiences that develop their team consultation and facilitation skills. The most recent body of research literature will be used to develop a realistic understanding of what teaming can and cannot do as a leadership tool.

Required reading:

Allen, S.J., et al, The Little Book of Leadership Development: 50 Ways to Bring Out the Leader in Every Employee, AMACOM, 2011.

Northhouse, P.G., Introduction to Leadership: Concepts and Practice, Sage Publications, 2009.

DuBrin, A.J., Leadership: Research Findings, Practice, and Skills, Houghton Mifflin, 2006.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:

Global Diversity & Cross Cultural Management

Course unit code:

MBAHRM542

Type of course unit (compulsory, optional):

Compulsory Elective

Level of course unit:

2 Cycle

Year of study:

1

Semester when the course unit is delivered:

2nd

Number of ECTS:

3

Name of lecturer:

Learning outcomes of the course unit:

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

- Understand the nature of culture , its influence on behavior , knowledge about specific cultures, Recognizing the differences between cultures and Implementation of structures

- Effectively manage international projects related to purchasing, communication, export, marketing and human resources that require high levels of language and cross-cultural skills.
- Effectively integrate proven frameworks, models, and paradigms relevant to working skillfully in today's global business
- Form an appreciation for the impact of culture on the development of the moral system for evaluating what is right or wrong, good or bad, desirable or not.
- Become a global leader who not only has the ability to learn the customs, courtesies and business protocols of their counterparts from other countries, but must also understand the national character, management philosophies, and mindsets of the people.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

The course is aimed at stimulating the intercultural sensitivity, understanding and managing cultural differences in international business. The following topics will be addressed: principles of cultures and mentalities, fundamental elements of intercultural management, working in an international context, getting to know international cultures.

Required reading:

Trompenaars, F. and Hampden-Turner, C., Riding the Waves of Culture: Understanding Diversity in Global Business, 3rd. edition, McGraw-Hill, 2012.

Thompson, D.C., Cross-Cultural Management: Essential Concepts, SAGE Publications, 2008.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the "MBA Student Handbook").

Language of instruction: English

Work placement:

Course unit title: **Business Ethics and Corporate Social Responsibility**

Course unit code: MBAHRM543

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

Level of course unit:	2 Cycle
Year of study:	1 st
Semester when the course unit is delivered:	2 nd
Number of ECTS:	3

Name of lecturer:

Learning outcomes of the course unit:

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

- Master the basic theoretical concepts of business ethics, corporate social responsibility, and sustainable development.
- Effectively analyze and the most central issues surrounding business ethics and sustainable business,
- Develop tools and skills for effective management of business ethics and sustainable development.
- Describe and assess theory and application of sustainable management
- Examine sustainable management from the perspective of design, business models, supply chains, production, and commercialization
- Assess innovation and entrepreneurship opportunities inspired by sustainability

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

The purpose of the course is to communicate theoretical and practical insights and developments in the fields of business ethics and sustainable business. The student will learn the characteristics of ethical issues in business. Students will become acquainted with the theoretical basis of business ethics: stakeholder-theory, theories of responsibility and normative ethical theory, intercultural ethics; as well as with theories and practices on the implementation of business ethics. The course is interactive, with class discussion, and group assignments, based on a company visit.

Required reading:

Griseri, P., and Seppola, N., Business Ethics and Corporate Social Responsibility, South Western CENGAGE Learning, 2010.

Crane, A., and Matten, D., Business Ethics: A European Perspective, Oxford UP, 2004.

Form of examination: - Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement

5. Entrepreneurship and Innovation

Course unit title:	Entrepreneurship in the Global Market
Course unit code:	MBAEI551
Type of course unit (compulsory, optional):	Compulsory Elective
Level of course unit:	2 Cycle
Year of study:	1 st
Semester when the course unit is delivered:	2 nd
Number of ECTS:	3
Name of lecturer:	

Learning outcomes of the course unit:

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

- Have an enhanced knowledge of the theoretical underpinnings of entrepreneurship in the global market.
- Competently generate and develop ideas for an international entrepreneurial business venture.
- Have the necessary skills and tools to create and sustain an international entrepreneurial business.
- Become thoroughly familiar with ethical and sustainability issues surrounding entrepreneurship in the international business environment.
- Competently manage human resources in entrepreneurial businesses in the global marketplace.
- Analyze the conditions for entrepreneurship in various countries.
- Analyze how different countries require different strategies for entrepreneurial business ventures
- Identify possible sources and characteristics of viable entrepreneurial business opportunities in international context.

- Develop alternative business concepts for pursuing viable entrepreneurial opportunities in the global market.
- Identify the types of human, information, and financial resources required for launching and managing a new entrepreneurial venture.

Mode of delivery:

Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

This course addresses themes related to entrepreneurship across borders in different parts of the world. This development represents a new type of entrepreneurship whereby instead of focusing on one country entrepreneurs often look for and develop new business ventures in the global marketplace. The course will introduce students to the theory and reality of taking an entrepreneurial business global in both established and emerging markets. The course will examine the particular challenges and possibilities of developing an entrepreneurial business in the global marketplace. The course also examines different types of entrepreneurial ventures involving small, medium size, and large organizations across the globe. Specific themes addressed include: theories of international entrepreneurship; cultural imperatives of global entrepreneurship; innovation and business opportunities in developed and emerging markets; ethical and sustainability issues in global entrepreneurial ventures; ideas generation and management of human resources in global entrepreneurial businesses, etc.

Required reading:

Carraher, S., and Welsh, D., Global Entrepreneurship, 2nd. Edition, Kendall Hunt Publishing, 2014.

Welsh, D., and Carreher, S., Case Studies in Global Entrepreneurship, Kendall Hunt Publishing, 2011.

Travis, T., Doing Business Anywhere: The Essential Guide to Going Global, Wiley, 2007.

Foley, J.F., The Global Entrepreneur: Taking Your Business International, 2nd. Edition, Jamric Press International, 2004.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:	Management of Innovation and Change
Course unit code:	MBAEI552
Type of course unit (compulsory, optional):	Compulsory Elective
Level of course unit:	2 Cycle
Year of study:	1 st
Semester when the course unit is delivered:	2 nd
Number of ECTS:	3

Name of lecturer:

Learning outcomes of the course unit:

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

- Understand critically a range of theories and practices of change management.
- Apply organizational change practices in different circumstances.
- Appreciate the complexities and challenges inherent in planning and managing organizational change.
- Be familiar with the nature of innovation and how to implement it.
- Research, identify, organize and present relevant materials and arguments in a range of modes.
- Discuss how to evaluate change using the organization development method.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

Managers must have a deep understanding of how innovation works, and how people interact with changed circumstances. Implementation of new ideas, new strategies and new technology is one of the most complex of any organization's tasks. This course introduces the student to the perspective of innovation and change in global business. It highlights the tools and techniques necessary to ensure success when bringing new processes and different strategies into an organization operating in the international business environment.

Required reading:

Senior, S., Organizational Change, 4th edition, Prentice-Hall, 2010.

Form of examination: - Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **Entrepreneurship Business Plan**

Course unit code: MBAEI553

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

Level of course unit: 2 Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit

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

- Have a comprehensive knowledge of the importance of business plan in an entrepreneurial venture.
- Develop an entrepreneurial business plan in small and medium size companies
- Implement, monitoring and adjusting the entrepreneurial business plan in a small and medium-sized organization.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

This course is designed to highlight the development and application of the ideas and concepts of entrepreneurship and small business. It should be of value to participants who have an interest in developing their own concern, working for a smaller business or possibly to those who are interested in the entrepreneurial approach within larger organizations. At some stage in a future business career, all students will be involved with small business, whether as owner, employee, supplier or customer and, likewise, all are likely to be involved in preparing business plans. This course will give an insight into the development and planning of small and medium sized companies.

Required reading:

Aulet.B., Disciplined Entrepreneurship: 24 Steps To A Successful Startup, Wiley, 2013

Abrams.R., Successful Business Plan: Secrets & Strategies, 5th; edition, Planning Shop, 2010.

Barringer.B., Preparing Effective Business Plan: An Entrepreneurial Approach, Prentice- Hall, 2008.

Hazelgren.B., and Covello.J., , The complete book of Business Plans: Simple steps to writing Powerful Business plan, 2nd. Edition, Sourcebooks, 2006.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement

6. Supply Chain and Operations Management

Course unit title:

Supply Chain Planning and Management

Course unit code:

MBASCOM561

Type of course unit (compulsory, optional):

Compulsory Elective

Level of course unit:

2 Cycle

Year of study:

1st

Semester when the course unit is delivered:

2nd

Number of ECTS:

3

Name of lecturer:

Learning outcomes of the course unit:

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

- Have a thorough understanding of supply chain planning and management in the global market.
- Integrate various supply chain management entities in an organization.
- Plan and manage an integrated supply chain activity in an organization.
- Monitor and evaluate an integrated supply chain function in an organization.

Mode of delivery:

Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

This course addresses basic concepts and strategies adopted in the SCM. The primary focus is to develop a good understanding of strategic, tactical and operational issues of SCM and become familiar with the integration of various SCM entities. Topics include: supply chain strategy, e-procurement, supply chain risk management, supply chain coordination & integration, value of information (sharing), global SCM, customer value and SCM, dynamic pricing, coordinated product design chain and SC, supply chain performance measures, apply analytical methodologies through EXCEL in planning demand and supply in a supply chain and the role of transportation and evaluate the strengths and weaknesses of different modes of transportation.

Required reading:

Chopra.S., and Meindl.P., Supply chain Management, Prentice Hall; 5 edition, 2012

Chopra.S., Supply Chain Management: Strategy, Planning and Operations, Prentice Hall; 5th edition, 2003

Form of examination;

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement

Course unit title:	Global Operations Strategy
Course unit code:	MBASCOM562
Type of course unit (compulsory, optional):	Compulsory Elective
Level of course unit:	2 Cycle
Year of study:	1 st
Semester when the course unit is delivered:	2nd
Number of ECTS:	3
Name of lecturer:	

Learning outcomes of the course unit:

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

- Apply concepts and applications of quantitative and qualitative models in Operations Management.
- Effectively model, manage, and optimize operations decisions in manufacturing and service organizations.
- Utilize a variety of quantitative and qualitative methods and tools used in managing and improving operations decisions.
- Develop and implement a global operations strategy.
- Evaluate a viable global operations strategy.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

This course provides students with the basic concepts of global operations strategies used in a competitive global market. Students learn how to build global operations strategies by examining economic theories that allow international businesses to thrive and stay ahead of the competition. The course also provides case studies where students investigate the foundations of international business management and strategy concepts.

Course topics include operational planning & execution, planning for market entry, global supply chain strategy, import & export intermediaries, supplier, distributor contracts, service networks and competitive strategies, alternate methods of market entry, foreign direct investment and competitive advantages,

Required reading:

Prof. Gong .Y, Global Operations Strategy: Fundamentals and Practice , Springer, London & New York, 2013.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement

Course unit title: Total Quality Management

Course unit code: MBASCOM563

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

Level of course unit: 2nd Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit:

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

- Understand terminology, methods and tools which are essential for the quality practitioner, planner, and decision-maker.
- Effectively apply techniques and methods of total quality management, continuous improvement, six-sigma quality, and statistical process control.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The course examines the concept of Total Quality Management (TQM) in the modern organization and assesses the role of information technology in effectively implementing a TQM strategy in the global market. The aim is to familiarize the student with quality philosophy, techniques and application in a modern enterprise. Topics covered include: fundamentals of TQM, customer-oriented product development, quality management systems. The student will be able to learn the various tools of TQM such as Six Sigma, quality functions development, cost effective design, cost of quality, Keizen, process management, ISO 9001:2000, etc.. Throughout the course lectures will be supplemented by up-to-date case materials from organizations.

Required reading:

Goetsch, D.L., and Davis, S., Quality Management for Organizational Excellence: Introduction to Total Quality, 7th. Edition, Prentice-Hall, 2012.

Foster, F.T., Managing Quality: An Integrative Approach, 5th. Edition, Prentice-Hall, 2012

Pyzdek, T., and Keller, P., The Six Sigma Handbook, 4th. Edition, McGraw-Hill, 2014.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

7. ICT Management

Course unit title:	ICT Project Management
Course unit code:	MBAICTM571
Type of course unit (compulsory, optional):	Compulsory Elective
Level of course unit:	2 Cycle
Year of study:	1
Semester when the course unit is delivered:	2 nd
Number of ECTS:	3

Name of lecturer:

Learning outcomes of the course unit:

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

- Identify desirable characteristics of effective project managers.
 - Apply appropriate methodologies to develop a project schedule.
 - Apply business and organizational principles and techniques to utilize the appropriate roles and responsibilities of the ICT project team.
 - Develop the various parts of a project plan using industry-standard tools and project management methodologies
 - Forecast time, resource, and budgeting requirements for a project to coordinate the work within a project team and meet project objectives.
-
- Apply procurement management tools and techniques to the process of solicitation, contract administration, and cost reimbursement.
 - Define customer and business requirements to identify project scope and evaluate methods for minimizing and managing scope creep.

Mode of delivery:

Face-to-face

Prerequisites and co-requisites:

Recommended optional programme components:

Course contents:

The course is aimed at introducing students to the project management culture using information and communication technology (ICT) as a new paradigm for getting organized in the organization. It provides both a theoretical and practical overview of project management as it relates to technology-oriented projects. The course exposes the student to project management principles, techniques and tools that are used to guide traditional business-oriented ICT projects, as well as those adaptations that are designed to support the development of more creative ICT projects. A set of project outputs that are based on best-practice and industry standards will be developed by students, as a training tool in preparation for undertaking real ICT-oriented projects.

Required reading:

Jamal, T., ICT Project Management, eBook, 2010.

Kerzner, H.R., Project Management: A Systematic Approach to Planning, Scheduling and Control, Wiley, 2009.

Kerzner, HR., Project Management Case Studies, Wiley, 2009.

Hill, G.M., The Complete Project Management Methodology and Tool Kit, Auerback, London, 2009.

Form of examination:

- Continuous assessment based on case analyses, exercises, and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: Enterprise Resource Planning

Course unit code: MBAICTM572

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

Level of course unit: 2 Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit:

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

- Examine systematically the planning mechanisms in an enterprise, and identify all component in an ERP system and the relationships among the components
- Analyze production planning in an ERP system, and systematically develop plans for an enterprise.
- Use methods to determine the correct purchasing quantity and right time to buy an item, and apply these methods to material management.
- Understand the difficulties of a manufacturing execution system, select a suitable performance measure for different objectives, and apply priority rules to shop floor control.
- Use ERP to enhance the organization’s competitive position in the marketplace
- Use ERP software in analyzing the organization’s competitive position.

Mode of delivery: Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

The focus of this course is on illustrating procurement, production, and sales business processes using ERP software. Student will be able to understand the fundamentals of enterprise resource planning

(ERP) systems concepts, and the importance of integrated information systems in an organization, provides an overview of the managerial and technical issues in planning, designing, implementing, and extending enterprise systems and technologies. The focus of the course is managerial with some technical content and several hands-on exercises involving enterprise software from the industry-leader SAP. This course will also be of interest to students of information systems, accounting, industrial engineering, technology management and related disciplines as well as managers and practitioners who need an understanding of the use and impact of modern technologies on business organizations.

Required reading:

Wagner. B.,and Monk E., , Enterprise Resource Planning, Cengage Learning, 3rd. edition, 2008.

Sumner.M.,, Enterprise Resource Planning, Prentice-Hall, 2005.

Form of examination:

- Continuous assessment based on exercises, quizzes and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title:

Innovation and Technology Management

Course unit code:

MBAICTM573

Type of course unit (compulsory, optional):

Compulsory Elective

Level of course unit:

2 Cycle

Year of study:

1st

Semester when the course unit is delivered:

2nd

Number of ECTS:

3

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 technology and innovation management issues
- Evaluate technologies and innovations and select appropriate strategies to manage them

- Apply tools and techniques to real business situations, cases and simulations
- Understand the major tools that are used increasingly to assist innovation management, both at the project level and at the level of organizational development.
- Understand the central role of learning in innovation and in innovation management.
- Stimulate and inform a strategic perspective on the role of innovation, and in particular to increase understanding of:
 1. The characteristics of innovation processes and the factors that shape and drive innovation;
 2. The potential roles of incremental and disruptive innovation in creating and sustaining firm competitiveness
- Understand the sources of innovation competence in firms and how these competences are developed, and in particular to increase understanding of:
 1. Why some firms are more successfully innovative than others;
 2. The many different sources of knowledge and capability used for innovation and the strategies for accessing them.

Mode of delivery:

Face-to-face

Prerequisites and co-requisites:

Recommended optional program components:

Course contents:

The course addresses fundamental issues in the management of information technology. Students will learn how to identify, acquire and implement new information technology to sustain an organization's competitive strategy. Participants will also learn how to plan IT options to address important competitive needs of the organization. Other themes covered in the course include: market driven and technology driven product development, risk management, successful leadership models, effective IT management techniques and styles, team approaches to problem solving, competitive analysis and distribution strategies in the global market place.

Required reading:

Carayannis, E.G. (ed.), Innovation, Technology, and Knowledge Management, Springer, 2014.

Sun, H. (Ed.), Management of Technological Innovation in Developed and Developing Countries, Intechopen, 2012.

Tastogi, P.N., Management of Technology and Innovation: Competing Through Technological Excellence, 2nd. Edition, SAGE Publications, 2009.

Dodgson, M., Gann, D.M., and Slater, A. (eds.), The Management of Technological Innovation: Strategy and Practice, Oxford University Press, 2008.

Recommended Reading:

International Journal of Innovation and Technology Management (various issues).

Form of examination: - Continuous assessment based on exercises, quizzes and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

8. Healthcare Management

Course unit title: Public Health
Course unit code: MBAHCM581
Type of course unit (compulsory, optional): Compulsory Elective
Level of course unit: 2 Cycle
Year of study: 1st
Semester when the course unit is delivered: 1st
Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit:

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

- Assess health status of the country for larger administrative units and for specific groups at higher risk than the general public
- Analyze trends in socio-demographic variables related to public health
- Analyze current and potential threats to public health
- Analyze resources and assets to support public health, etc.

Mode of delivery: Face-to-face

Prerequisite and co-requisite:

Recommended optional program component:

Course contents:

This course provides an introduction and historical overview of public health and the core concepts that represent the foundation of the current public health field. Students will also be able to examine some fundamental ethical issues in public health research and practice. The course provides the student with fundamental insight into essential public health functions and how they are performed; surveillance, research and control of risks and threats to public health. The student will also learn about health promotion, development of policies and institutional capacity for public health planning and management; strengthening of public health regulation and enforcement capacity; as well as human resources development and training in public health

Required reading:

- Scutchfield, F.D., and Keck, C.W., Principles of Public Health Practice, 3rd edition. Delmar Thompson Learning, 2009.
- Detels, R., et al, Oxford Textbook of Public Health, 5th. Ed., Oxford University Press, 2011.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement:

Course unit title: Applied Epidemiology

Course unit code: MBAHCM582

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

Level of course unit: 2 Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit:

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

- Analyze the measures which are generally used to describe the health of populations or groups of people within a given population.
- Use scientific methods and procedure to assess potential associations of different personal and social characteristics, exposure and the occurrence of diseases and other relevant health issues.

- Analyze epidemiological problems in a population using core scientific principle and procedures.
- Analyze the impact of microbial diseases on the health of a population.
- Gain an understanding of epidemiology and prevention of chronic diseases in a population or groups within the population.

Mode of delivery: Face-to-face

Prerequisite and co-requisite:

Recommended optional program component:

Course contents:

The course is an introduction to the principles of epidemiology, including: 1. the use of descriptive measures to describe the health of populations or groups of people within the population, 2. approaches to assessing potential associations between personal characteristics, behaviors, or exposures and the occurrence of disease or other adverse health outcomes, 3. the basics of study design, including case-control studies and cohort studies and attendant approaches to defining case or exposure status. Students will be able to examine core principles of epidemiology and statistical evaluation of the impact of microbial diseases on the health of community- and clinic-based populations. The epidemiology and prevention of chronic diseases will be emphasized.

Required reading:

Brownson, R.C. & Pettiti, D.B., Applied Epidemiology: Theory and Practice, Oxford University Press, 1998.

Form of examination: - Continuous assessment based on case studies and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction: English

Work placement:

Course unit title: **Quality Management in Healthcare**

Course unit code: MBAHCM583

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

Level of course unit: 2 Cycle

Year of study: 1st

Semester when the course unit is delivered: 2nd

Number of ECTS: 3

Name of lecturer:

Learning outcomes of the course unit:

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

- Assess the major quality improvement initiatives that focus on populations or communities, including those used by managed care organizations and public health agencies.
- Analyze and discuss the role of research and public policy in improving quality
- Apply quality management methods and skills in a case analysis.
- Evaluate major principles and concepts used in defining and measuring quality.
- Assess the role of leadership, organizational culture and teams in effective quality improvement.
- Examine principles and processes in total quality management, including continuous quality improvement and Six Sigma and show how it applies to the healthcare sector.
- Analyze the use of outcomes and outcomes measurement in quality management.
- Understand information management and technology in quality improvement.
- Analyze factors that influence and improve consumer and patient satisfaction.
- Summarize the legal and regulatory environment pertinent to quality improvement, including current issues of medical errors and patient safety.
- Examine methods and initiatives to improve quality in hospitals, nursing homes, and physician practices and available information to compare providers.

Mode of delivery: Face-to-face

Prerequisite and co-requisite:

Recommended optional program component:

Course contents:

The course examines methods and tools for managing quality in healthcare, including developments in quality improvement, and outcomes measurement in hospitals, physician practices, nursing homes, managed care and public health, as well as legal and policy issues. The course focuses on the effects of sophisticated quality and health outcome measures as used by individuals, employers and insurers to compare the results of various providers. The course will cover the forces of the smarter external customers and internal pressures to justify costs, continuous quality improvement, risk management, and changes demanding creative healthcare marketing techniques.

Required reading:

Lighter, D.E., and Fair, D.C., Quality Management in Health Care: Principles and Practices, Jones & Bartlett Publishing, Sudbury, MA, 2004.

Form of examination:

- Continuous assessment based on case analyses and 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 Chapter 3 of the “MBA Student Handbook”).

Language of instruction:

English

Work placement: