



INTERNATIONAL
HELLENIC
UNIVERSITY

Student Handbook 2024-2026

MSc in Hospitality and Tourism Management



University Center for
International Programmes of Studies

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THE INTERNATIONAL HELLENIC UNIVERSITY

Introduction

The **International Hellenic University (IHU)** was initially established by Law (No 3391/2005) and was based in Thessaloniki, Greece. The IHU was Greece's first public university where programmes were taught exclusively in English comprised three (3) Schools which offered twenty-four (24) master programmes.

The International Hellenic University was re-established by Law (No 4610/2019), is based in Thessaloniki, comprises eight (8) Schools and twenty five (25) Departments and is located in Thessaloniki, Serres, Drama, Katerini and Kilkis. The School of Humanities, Social Sciences and Economics and the School of Science and Technology of the IHU belong to the **University Center of International Programmes of Studies (UCIPS)** of the International Hellenic University offering postgraduate programmes that are taught exclusively in English.

Our Mission

Our strategic mission is threefold:

- Provide research and education that meets the needs of the international community
- Enhance understanding of the economic, socio-political and technological issues facing the societies we serve, through teaching and research of the highest academic standard
- Create a truly international and diverse student and faculty community to foster greater understanding between cultures and nations.

Academic Management

The IHU Governing Board is the overall body governing the operation of the University in accordance with respective legislation and its own internal regulations. Together with the responsibility for overall educational and research policy and the University's development strategy, the Governing Board is also ultimately responsible for all administrative or organisational matters of the University. Upon approval by the Governing Board, all proposals for postgraduate study programmes are submitted by the same to the Ministry of Education & Religious Affairs.

The General Assembly of the School of Humanities, Social Sciences and Economics is responsible for all academic and administrative matters. It is responsible for drafting and submitting proposals for postgraduate study programmes, appointing advisory committees, examination committees, the award of postgraduate degrees, selection or examination of prospective postgraduate students and for any other matter foreseen in the respective legislation. In the case of interdepartmental Postgraduate Study Programmes, the Special Interdepartmental Committee (S.I.C.) has the same powers as the General Assembly and is comprised of members of the corresponding General Assemblies.

A Programme Coordinating Committee is responsible for monitoring and coordinating the operation of each respective postgraduate programme. It reports to the General Assembly of the School.

The Programme Director, assisted and deputized by the Assistant Director, is responsible for promoting the effective implementation of the postgraduate study programme. The Programme Director reports to the General Assembly of the School on all issues regarding the effective operation of the programme.

The Student-Staff Liaison Committee is part of the School's quality control mechanism. Its purpose is to ensure good communication with the students on your programme of study and to identify areas where improvements could be made. The students will elect three members as class representatives. The student reps will meet at least once per term with the Programme Director and members of the faculty. The meetings are informal in style but all issues raised are taken seriously and responded to. The course office produces minutes of each meeting which are then sent to all members of the class. Students will be informed of actions taken by the School to resolve any issues raised at SSLC meetings. The student

representatives have the chance, upon request, to meet with the President of the Governing Board of the University Center of International Programmes of Studies.

Please note that in addition, all students participate in the evaluation of their courses and programme by completing and submitting the respective Course Evaluation Forms and the IHU Exit Questionnaire.

PART I: The MSc in Hospitality and Tourism Management

Aims and Objectives

The International Hellenic University (IHU) MSc in Hospitality and Tourism Management programme is designed to provide expertise in tourism with a practical orientation related to management and strategic issues in the fast-evolving tourism sector at the national and international level. Greece provides the ideal place to study Hospitality and Tourism and more specifically, Thessaloniki, which is a student metropolis and has been at the crossroads of many different cultures.

The MSc in Hospitality and Tourism Management programme is designed to:

- Enable students to acquire the expertise and develop the skills for the acquisition and application of integrated solutions for the effective management of tourist enterprises in a highly competitive international environment with an emphasis on the management and economic activity of the tourist industry as well as environmental issues related to the tourism sector.
- Develop skills and expertise targeted at effective decision-taking and critical assessment of issues concerning management in the specific sector and also to provide practical orientation related to management and strategic issues in the fast-evolving tourism sector at the national and international level.
- Enable students to acquire the knowledge required for the strategic planning of enterprises and organizations concerning their compliance with environmental legislation; in general, teach them how to minimize the environmental impact of their operation on the environment through voluntary activities.
- Enhance students' self-awareness and self-confidence through the acquisition of knowledge and practical skills in disciplines related to tourism management.

The IHU MSc in Hospitality and Tourism Management programme promotes learning and teaching characterized by a diversity of resources and teaching styles and techniques which recognize that the University operates in an ever-changing environment. Teaching and learning methods should assist the development of these skills by encouraging not merely the capacity for abstract reasoning, but also the students' capacity for independent and self-motivated learning, problem-solving skills and some of the knowledge and skills common to many professional fields.

The traditional lecture supported by PowerPoint and lecture notes continues to be the principal method of delivery. However, classes will be supported by comprehensive e-learning material. Most classes will take place on weekdays.

Lecturing emphasises interactive activities, making full use of the University facilities. The methods chosen reflect the needs of the students, the aims and target learning outcomes of the programme or the individual course and the resources available. Learning, teaching and assessment methods are regularly reviewed. Theory, understanding and information are imparted through problem solving and class discussions. Students also learn through reading relevant literature. Coursework and assignments (individual and in small groups) develop the ability of students to solve problems. Projects allow the students to study a subject in depth, working more independently where possible. Group projects are also used, which help develop team-working skills. Teaching and learning methods include the opportunity for students to apply their knowledge and expertise to problems beyond those generally encountered. Higher level skills are fostered and encouraged. Students are expected to spend at least a substantial amount of time working on their own, going through their notes and studying suggested textbooks and specialist readings as well as making use of the support provided through e-learning materials.

Programme Structure

Part-time

The MSc in Hospitality and Tourism Management lasts two full calendar years. It is taught mainly on weekdays over four teaching periods. The first year includes one teaching period during which four core courses and two elective courses are offered. In the second year, students are taught over one teaching period the remaining four core courses and two more elective courses. During the second year there is a third period in which students undertake and complete either the Dissertation or alternatively the Consulting Project.

Description	Taught Hours	Credits
8 Core Courses (30 hours each)	240	48
4 Elective Courses (16 hours each)	64	12
Dissertation OR Consulting Project		30
Total Taught Hours	304	90

The structure of the part-time mode of the MSc in Hospitality and Tourism Management Programme is as follows:

The Core Curriculum and Electives

YEAR I

1. CORE COURSES

Teaching Period	Core Courses	Taught Hours	Credits
I	Tourism Management	30	6
I	Hospitality and Tourism Operating Systems	30	6
I	Financial Management for Tourism Development	30	6
I	Services Marketing	30	6

2. ELECTIVE COURSES

Students choose two courses every year according to their interests and their current and future career orientation. Each year, the programme offers the most popular elective courses from the list below, following students' voting.

Teaching Period	Elective Courses	Taught Hours	Credits
2	Customer Experience Management	16	3
2	Project Financing in Tourism	16	3
2	Tourism Policy, Planning and Development	16	3

2	Cultural Heritage Tourism	16	3
2	Destination and Event Development	16	3
2	Strategy and Decision Making	16	3
2	Innovation and Entrepreneurship	16	3
2	Project Management	16	3
2	Air Travel and Transportation in Tourism	16	3
2	Contemporary Issues in Tourism and Hospitality	16	3
2	Elective course from other IHU's programs	16	3

YEAR 2

3. CORE COURSES

Teaching Period	Core Courses	Taught Hours	Credits
3	Social Media and Digital Technologies in Tourism	30	6
3	Special Interest Tourism	30	6
3	Human Resource Management in Tourism	30	6
3	Tools for Business Analysis	30	6

4. ELECTIVE COURSES

Students choose two courses every year according to their interests and their current and future career orientation. Each year, the programme offers the most popular elective courses from the list below, following students' voting.

Teaching Period	Elective Courses	Taught Hours	Credits
2	Customer Experience Management	16	3
2	Project Financing in Tourism	16	3
2	Tourism Policy, Planning and Development	16	3
2	Cultural Heritage Tourism	16	3
2	Destination and Event Development	16	3
2	Strategy and Decision Making	16	3
2	Innovation and Entrepreneurship	16	3
2	Project Management	16	3
2	Air Travel and Transportation in Tourism	16	3

2	Contemporary Issues in Tourism and Hospitality	16	3
2	Elective course from other IHU's programs	16	3

5. DISSERTATION or CONSULTING PROJECT

Period	Credits
5	30

Programme Timetable

YEAR 1

Period	Calendar	MScActivities
1	4/11/2024– 28/02/2025	Hospitality & Tourism Operating Systems, Tourism Management, Financial Management for Tourism Development, Services Marketing, Elective 1, Elective 2 Electives Presentation 11/12/2024 (18.00-18.30pm) Elective courses selection (16/12/2024- 23/12/2024) Erasmus Presentation (February 2025 - TBC) Christmas Break
1	03/03/2025 - 14/03/2025	Reading
1	17/03/2025 – 4/04/2025	Exams
2	October – November 2025	Re-sit exams (1st -2nd period)

YEAR 2

Period	Calendar	MScActivities
2	TBC	Human Resource Management in Tourism, Social Media and Digital Technologies in Tourism, Special Interest Tourism, Tools for Business Analysis, Elective 3, Elective 4 Electives Presentation (TBC) Elective courses' selection (TBC) Dissertation or consulting project selection (TBC) Dissertation proposal Deadline (TBC) Erasmus Presentation (TBC) Christmas Break
2	TBC	Research Methodology Seminar/Consulting Project Debrief
	TBC	Dissertation/Consulting Project Selection
2	TBC	Dissertation/Consulting Project Proposal Submission
2	TBC	Reading

2	TBC	Exams
3	October- November 2026 15/12/2026	Re-sit Coursework Submission Re-sit exams (3 rd -4 th period) Dissertation / Consulting Project Submission
3	January 2027	Dissertation / Consulting Project presentation

Coursework Submission Deadlines: usually before the exams (announced at the beginning of the Term)

More details to be announced.

Induction Day

The Induction day is students' first official day at the University and the Master programme. This is an important part of the course, although not compulsory. During the induction day, as well as registering with the University, students attend informative sessions about the University services, the programme structure, handbook regulations and induction courses in the School, which usually last a working day.

Foundation/Supporting Classes

A series of lectures, up to 10-15 hours, whose content is Quantitative (e.g. Accounting, Statistics, Operations, Databases and other specialized software) or ICT-related (e.g. MS Excel, MS Power Point) in order to bring students of different backgrounds to an approximately similar level. These classes, although strongly recommended, are not compulsory and hold no credits.

Research Methodology Seminar

A research project methodology seminar will be held during the teaching semester to help students with their Dissertation. Students will receive guidance on how to conduct research and write a successful dissertation. The aim is to consider methods used to generate ideas for relevant projects, give insights into various qualitative and quantitative research methods, and ensure that students are aware of commonly used sources of data/literature available and understand the prerequisites of academic writing. Students' research project methodology is initially assessed through the Dissertation Proposal.

The Consulting Project Proposal

The Consulting Project Proposal should present an overview of the project that can be completed and submitted by the stipulated submission deadline.

It is a checklist of fundamental elements of the Consulting Project that students need to consider and include in their finished project. The Consulting Project Proposal should be around 500-1,000 words in length.

The proposal should include the following: draft title; motivation/background information on the topic; objectives/research questions; background of the company; methodology; sources of data; expected outcomes & main contribution of the project.

The Consulting Project

During the second semester, students have the opportunity to participate in a consulting project instead of a dissertation. Students, individually or in groups, undertake a real-life problem of a particular firm or organization, analyse it and offer concrete and practical solution(s). Each student / group of students is guided and supervised by a management member of the firm or organization and an academic member

of the University. The final report is critically reviewed by both supervisors and presented to the firm's/ organization's representatives. For further details, see page 30 "The Consulting Project".

The Dissertation Proposal

The Dissertation Proposal should present an overview of a research investigation proposition that can be completed and submitted by the stipulated submission deadline. It is a checklist of fundamental elements of the dissertation that students need to consider and include in their finished project. The Dissertation Proposal should be around 1,000 words in length.

The proposal should include the following: draft title; motivation/background information on the topic; objectives/research questions; initial review of the literature and key references; methodology; sources of data; expected outcomes & main contribution of the project.

The Dissertation

As a part of the MSc programme, students work on a one academic semester project on a subject relating to their academic interests and career aspirations. The Dissertation provides a good opportunity to apply theory and concepts learned in different courses to a real-world business environment. The Dissertation examines the ability a) to apply a certain methodology or approach to analyse a given problem and b) to demonstrate reasonably original hypotheses. The indicative length of the dissertation is 10,000 words. Students are supervised throughout their projects by a member of the academic faculty. The supervision is delivered through face-to-face meetings at the University and through the e-learning platform of the University.

Core Course Details

Tourism Management

Teaching Hours and Credit Allocation:	30 Hours, 6 Credits
Course Assessment:	Coursework + Exam

Aims

The aim of the course is to develop and increase students' theoretical knowledge and practical skills on the operational and strategic policies of tourism management. Students completing this course will acquire the tools to understand the fundamental principles, philosophy and methods of tourism management with a specific focus on the current dynamically changing social, technological and economic era.

Learning Outcomes

On completing the course students will be able to:

- Offer all students an opportunity to improve communication skills and critical thinking ability through a variety of class activities
- Provide an understanding and appreciation of the area of strategic management, including terminologies and concepts
- Analyse the business environment to generate critical input for strategic planning and decision-making
- Demonstrate the application of strategic management theories through case studies in the hospitality and tourism industry
- Develop frameworks of analysis which enable students to identify central issues and problems in complex, comprehensive situations at different levels and to suggest alternative courses of action through the presentation of well supported, detailed recommendations for future action
- Prepare and present a case study analysis project related to strategic tourism management

Content

- Tourism industry and the tourism system
- Stakeholders and creating value for tourism
- Impacts of tourism : social /cultural /environmental /economic
- Environmental, industry, and competitor analysis
- External and internal factors that influence the firm's operations, leading to a systematic SWOT analysis for the business unit
- Tourism competitive strategy and position advantage
- The organisational context: structure and culture
- Business functions in tourism: Key marketing, finance, accounting, R&D, MIS
- Tourism Distribution and strategies
- E-Tourism and the future: ICT and Tourism Technology.
- Comparative & International Perspectives: Cases of tourism development

Reading

- Bateman, T.S. & Snell, S. A. (2017). *Management: Leading and Collaborating in a Competitive World*, McGraw Hill
<https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=5843852>
- Cook, R. A., Hsu, C. H., & Taylor, L. L. (2018). *Tourism: The business of hospitality and travel* (Vol. 6). New York: Pearson.
- Middleton, V. T., Fyall, A., Morgan, M., Morgan, M., and Ranchhod, A. (2009). *Marketing in travel and tourism*. Routledge.
- Morrison, A. M. (2013). *Marketing and managing tourism destinations*. Routledge.

Reynolds, D. E., Reynolds, D. R., Rahman, I., Barrows, C. W. (2021). *Introduction to Hospitality Management*. United Kingdom: Wiley.

Robbins, S. P., Coulter, M. A., DeCenzo, D. A. (2020). *Fundamentals of Management*, Global Edition. United Kingdom: Pearson.

The Cornell School of Hotel Administration on Hospitality: *Cutting Edge Thinking and Practice*. (2011). Spain: Wiley.

Additional Reading

Assiouras, I., Skourtis, G., Giannopoulos, A., Buhalis, D., & Karaosmanoglu, E. (2023). Testing the relationship between value co-creation, perceived justice and guests' enjoyment. *Current Issues in Tourism*, 26(4), 587-602.

Assiouras, I., Skourtis, G., Giannopoulos, A., Buhalis, D., and Koniordos, M. (2019). Value co-creation and customer citizenship behavior. *Annals of Tourism Research*, 78, 102742.

Assiouras, I., Skourtis, G., Koniordos, M., and Giannopoulos, A.A. (2015). Segmenting East Asian tourists to Greece by travel motivation. *Asia Pacific Journal of Tourism Research* 20(12), 1389-1410.

Avlonitis, G.J., and Giannopoulos, A.A. (2012). Balanced Market Orientation: Qualitative Findings on a Fragile Equilibrium. *Managing Service Quality*, 22(6), 565-579.

Buhalis, D. (2000). Marketing the competitive Destination of the Future. *Tourism Management* 21(1) 97-116.

Buhalis, D. and Costa, C. (2006) *Tourism Management Dynamics: Trends, Management and Tools*, Oxford: Butterworth-Heinemann.

Buhalis, D., and Foerste, M. (2015). SoCoMo marketing for travel and tourism: Empowering co-creation of value. *Journal of Destination Marketing & Management*, 4(3), 151-161.

Enz, C. (2010). *Hospitality Strategic Management: Concepts and Cases*, 2nd Ed. Hoboken, NJ: John Wiley & Sons.

Fletcher, J., Fyall, A., Gilbert, D., and Wanhill, S. (2013). *Tourism: Principles and Practice* (5th ed.). Harlow: Pearson.

Giannopoulos, A., Giakoumaki, C., Pantazi, A., Assiouras, I., Mavragani, E., and Skourtis, G. (2021). Online Travel Inspiration in an unstable world: Balancing Risks and Desires in the Covid-19 era, *TOURMAN 2021: 4th International Scientific Conference: Restarting tourism, travel and hospitality: The day after*, International Hellenic University, Thessaloniki, Greece, 21-23/05/2021.

Giannopoulos, A., Livas, C., Simeli, I., and Achlada, C. (2022). Is destination image instagrammable? Visit intentions and value co-creation through social media content. *International Journal of Technology Marketing*, 16(4), 349-369.

Giannopoulos, A., and Mavragani, E. (2011). Traveling through the Web: A first step toward a comparative analysis of European National Tourism Websites. *Journal of Hospitality Marketing & Management*, 20(7), 718-739.

Giannopoulos, A., Piha, L., and Skourtis, G. (2022). Destination branding and co-creation: a service ecosystem perspective. *Journal of Product & Brand Management Destination*, 30(1), 148-166.

Giannopoulos, A., and Skourtis, G. (2018). En route to the travel service ecosystem: welcomers and travellers on the world map. *TOURMAN 2018: 2nd International Scientific Conference: In search of excellence in tourism, travel and hospitality*, Alexander Technological Educational Institute of Thessaloniki, Rhodes, Greece, 25-28 October 2018.

Giannopoulos, A., Skourtis, G., Kalliga, A., Dontas-Chrysis, D. M., and Paschalidis, D. (2020). Co-creating high-value hospitality services in the tourism ecosystem: Towards a paradigm shift?. *Journal of Tourism, Heritage & Services Marketing*, 6(2), 3-11.

Holloway, J.C. (2006). *The Business of Tourism*. Prentice Hall, Essex.

Kladou, S., Giannopoulos, A.A., and Assiouras, I. (2014). Matching tourism type and destination image perceptions in a country context. *Journal of Place Management and Development* 7(2), 141-152.

Kladou, S., Giannopoulos, A. A., and Mavragani, E. (2015). Destination brand equity research from 2001 to 2012. *Tourism analysis*, 20(2), 189-200.

Kladou S., Psimouli M., Skourtis G., Giannopoulos A., and Eskitark N.H. (2021). Shedding Light Upon the Shadows: Exploring the link between country destination image and dark tourism. In Goodfellow Publishers (eds) *Tourism Dynamics: New Perspectives and Changing Directions*.

Neuhofer, B., Buhalis, D., and Ladkin, A. (2012). Conceptualising technology enhanced destination experiences. *Journal of Destination Marketing & Management*, 1(1-2), 36-46.

- Okumus, F., Altinay, L., and Chathoth, P. (2010), *Strategic Management for Hospitality and Tourism*, Butterworth-Heinemann.
- Olsen, M., West, J., Ching Yick Tse, E. (2008), *Strategic Management in the Hospitality Industry*, 3rd Ed.: Pearson Education.
- Salamoura M., Giannopoulos A., and Moumouri F. (2020). Tourists' Perceptions and Intended Behavior Thanks to Celebrity Endorsement: Antetokounmpo Invites You to Santorini with Aegean Airlines. In: Kavoura A., Kefallonitis E., Theodoridis P. (eds) *Strategic Innovative Marketing and Tourism*. Springer Proceedings in Business and Economics. Springer, Cham.
- Thompson, A., Strickland, A., Gamble, J., (2010). *Crafting and Executing Strategy: The quest for competitive advantage*, 17th ed.: McGraw-Hill.

Hospitality & Tourism Operating Systems

Teaching Hours and Credit Allocation: 30 Hours, 6 Credits

Course Assessment: Coursework + Exam

Aims

The objectives of this course are twofold: a) to help students understand, perform and manage effectively the front office management tasks and b) to develop to students an understanding of hotel metrics (e.g. ADR, Occupancy, RevPAR), hotel business analytical and critical thinking skills. The learning objectives of this project include defining and calculating main hotel performance indicators, creating forecasts, analyzing competitive sets and many more. This course allows students to see two sides of the hotel industry: hotel unit level and corporate level through the use of case studies and databases. The course's overall objective is to prepare the student for the management career in the hospitality field and be competent in evaluating performance and targeting improvement processes with regards to operations.

Learning Outcomes

On completing the course students will be able to:

- Understand the functions of revenue management and hotel metrics and take the proper decisions
- Analyze operations strategies and improvement processes
- Understand the concepts of demand forecasting and inventory management in F&B
- Apply aggregate/production planning methods in services and housekeeping
- Comprehend the use of specific software applied to the operations of the hospitality industry
- Apply contemporary and profitable management models in the hospitality services.

Content

This course will introduce students to Lodging management within the hospitality industry. Main areas of study include the electronic applications of new tools to assist front office management and appropriate decision-making regarding hotel positioning and revenue management in the Lodging industry. The student will become familiar with the following topics:

- Hotel Revenue Management
- Operations Management/ Strategy
- Forecasting
- Inventory Management
- Production Planning
- Performance Improvement
- Quality control and Total quality management
- Operating Systems in Hospitality – Information Technology

Reading

Roberts D. (2022). *Hotel revenue management: The post-pandemic evolution to revenue strategy*.

<https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=6865512>

Reid R. D., Sanders N. R. (2020) *Operations Management: An Integrated Approach*, 7th Ed., John Wiley & Sons

Financial Management for Tourism Development

Teaching Hours and Credit Allocation: 30 Hours, 6 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is to refer to general principles of financial management and to highlight the dimensions of organizational culture which are associated with financial knowledge and processes. Students completing this course will acquire the tools for financial decision making in the hospitality industry and for efficient financial management of hospitality enterprises.

Learning Outcomes

On completing the course students will be able to:

- Understand the fundamental principles of modern finance theory
- Apply the foundations of capital budgeting decisions
- Understand the foundations of valuing assets
- Appreciate the mechanics, operations and behaviour of capital markets
- Understand basic financial concepts and techniques of financial analysis
- Support decision making with regard to investments in the hospitality sector and capital expenditure analysis, including how they should be financed and structured
- Understand how hospitality companies make important financing decisions for the operation of their business, how they establish working capital policies and how they take investment decisions
- Familiarise themselves with the financial tools and techniques, which can be used to help firms maximize value by improving decisions relating to capital budgeting, capital structure, and working capital management.

Content

- The financial system, financial markets and financial institutions
- The key principles of financial and management accounting
- Analysis and interpretation of financial statements
- Capital budgeting
- Managing working capital and controlling cashgrowing
- Net present value and other investment criteria
- Cost of capital
- Capital structure
- Hotel valuation

Reading

Andrew, W., Damitio, J., and Schmidgall, R. (2007). *Financial Management for the Hospitality Industry*. Prentice Hall.

Berk, J., and DeMarzo, P. (2017). *Corporate Finance* (4th ed.). Pearson International.

Brealey, R., Myers, S., Allen, F., and Edmans, A. (2023). *Principles of Corporate Finance* (14th ed.). McGraw Hill.

Brigham, E., and Ehrhardt, M. (2019). *Financial Management: Theory and Practice* (16th ed.). Cengage Learning.

Chatfield, R., and Dalbor, M. (2005). *Hospitality Financial Management*. Prentice Hall.

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Roberts, D. (2022). Kim, *Hotel Revenue Management: The Post-Pandemic Evolution to Revenue Strategy*. ISBN 978-1637421918 (paperback).

Additional reading:

Saunders, A., and Cornett, M. (2018). *Financial Institutions Management: A Risk Management Approach* (9th ed.). McGraw-Hill.

Weetman, P. (2006). *Financial and Management Accounting: An Introduction*, Prentice Hall, Financial Times Management.

Services Marketing

Teaching Hours and Credit Allocation: 30 Hours, 6 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is the understanding of the principles and the concept of services marketing for tourism. Students completing this course will acquire the tools for a good command of the key elements of marketing across tourism organizations. Through case studies and contemporary examples from the tourism industry, students will be expected to apply the theoretical concepts discussed onto real-life marketing examples from the hospitality and tourism industry.

Learning Outcomes

On completing the course students will be able to:

- Understand and be able to apply the key elements in developing a marketing strategy and planning a marketing programme
- Enhance their decision-making skills by making marketing decisions in the context of realistic problem situations with incomplete information (case studies)
- Improve their skills in problem-solving (case studies)
- Analyse customer behaviour and direct the appropriate resources for specific groups of customers
- Decide on how to develop and exploit brand equity
- Determine the right prices that offer value to the customer but also to the firm
- Develop an effective mix of promotions and manage it in an effective and integrated way
- Understand the role of distributors and other intermediaries in the market.
- Understand the importance of Destination Marketing

- Implement suitable marketing programmes as needed
- Segment and monitor tourist markets.

Content

- Introduction to the marketing concept and the marketing plan
- Marketing research
- Customer analysis
- Market segmentation and positioning
- Branding the product
- New product development and innovation
- Pricing the product
- Promoting and distributing the product
- Internet Marketing
- Destination Marketing
- Globalization of the Tourist Industry

Reading

Kotler, P., Bowen, B.T., and Makens, J. Seyhmus Baloglu (2017). *Marketing for Hospitality and Tourism*, 7th Global Edition: Pearson Education Ltd England

Miller, D., and Peterson, J.J., (2017). *Marketing Made Simple: A Step-by-step storybrand guide for any business*: Harper Collins Leadership

Fyall, A., and Garrod, B., (2005). *Tourism marketing: a collaborative approach*, Channel View Publications.

Kotler P., and Armstrong, G., (2008). *Principles of Marketing*, 12th ed.: Prentice Hall, Pearson Education Limited.

Kotler, P., Bowen, J., & Makens, J. (2005). *Marketing for Hospitality & Tourism*, 4th ed.: Pearson.

Middleton, V., (1999). *Marketing in travel and tourism*, 4th ed.: Routledge.

Morison, A. (2013) *Marketing and managing tourism destinations*: Routledge

Human Resource Management in Tourism

Teaching Hours and Credit Allocation: 30 Hours, 6 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is to familiarize students with the importance of human resource management (HRM) in tourism enterprises. Students completing this course will acquire fundamental knowledge on issues concerning human resources development, selection and recruiting processes, motivation, employee relations, education and training.

Learning Objectives:

On completing the course students will be able to:

- Understand the significant contribution of HRM in creating a competitive advantage
- Analyze and evaluate employment practices in different types of organisations and understand how these contribute to business performance
- Anticipate human resource management issues they may face in their careers
- Address typical human resource management situations with greater confidence in the hospitality and tourism sector
- Appreciate critical ethical issues that affect and are affected by the HRM environment.

Content

- Management of Human Resources - What is HRM, various systems of HRM
- Recruitment and selection - The competitive advantage of recruitment and selection, how HRM strategy influences recruitment and selection in the hospitality and tourism sector
- Performance and appraisal - Linking performance appraisal to other HRM sub-systems, individual vs group appraisal
- Compensation, wage and salary determination, pay-for-performance
- Training and employee development, career development, employee development and developing skills to support the business strategy
- New directions of HRM Ethics, corporate social responsibility, fraud and corruption in the workplace.
- Design of Jobs for the Future - Job analysis and job design, the effects of technology and competition on the design of jobs in the hospitality and tourism sector
- Equity and diversity in HRM - Different forms of discrimination, diversity in the workplace, immigration, demographic changes and labour markets.

Reading

Costa, V. G., Moura, A. A., & Mira, M. D. R. (Eds.). (2020). *Handbook of Research on Human Capital and People Management in the Tourism Industry*. IGI Global.

Grefe, G., & Peyrat-Guillard, D. (Eds.). (2020). *Shapes of Tourism Employment: HRM in the Worlds of Hotels and Air Transport*. John Wiley & Sons.

Jooss, S., Burbach, R., & Ruël, H. (Eds.). (2021). *Talent management innovations in the international hospitality industry*. Emerald Publishing Limited.

Kankaew, K. (Ed.). (2023). *Strategic Human Resource Management in the Hospitality Industry: A Digitalized Economic Paradigm: A Digitalized Economic Paradigm*. IGI Global.

Szende, P., Bagnera, S. M., & Cole, D. C. (2020). *Human resource management in hospitality cases*. Routledge.

Social Media and Digital Technologies in Tourism

Teaching Hours and Credit Allocation: 30 Hours, 6 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is to explore how students can use Information Communication Technology (ICT) in a strategic context by analyzing the new technological trends and by providing a solid basis for studying the impact of the ICT revolution on the tourism industry. E-Tourism revolutionizes all business processes, the entire value chain as well as the strategic relationships of tourism organizations with all their stakeholders. It additionally focuses on how Social media and Digital technologies are employed in airlines, hotels, travel agencies, tour operators and destinations management organizations. The course

demonstrates that eTourism increasingly determines the competitiveness of the organization, and therefore, it is critical for the competitiveness of the industry.

Learning Outcomes

On completing the course students will be able to:

- Appreciate the role and functions of the internet, digital technologies and electronic distribution in tourism.
- Understand and interpret various web measurement tools and their role in providing management information.
- Plan and implement Search Engine Optimization and Search Engine Marketing strategies.
- Social Media and Digital Tourism Technology.
- eTourism&eTourism Arena. This section includes:eAirlines, eTravel, eHospitality, eIntermediaries (Including Travel Agents and Tour Operators) and eDestination
- Smart Tourism Destinations.

Content

- Social Media and Tourism
- ICT & Tourism
- Tourism Technology
- eTourism& the Future
- eTourism Arena. This section includes: eAirlines, eTravel, eHospitality, eIntermediaries (Including Travel Agents and Tour Operators) and eDestination
- Smart Tourism Destinations

Reading

Buhalis, D., (2003), *E Tourism: information technology for strategic tourism management*, Pearson, ISBN 0582357403.

Buhalis, D., and Costa, C., (eds) (2005). *Tourism Management Dynamics*, Butterworth Heinemann. ISBN: 0750663782

Special Interest Tourism

Teaching Hours and Credit Allocation: 30 Hours, 6 Credits

Course Assessment: Coursework+ Exam

Aims

The aim of the course is the understanding of the impact of tourism on biodiversity and on the management of water and energy resources which is the basis of environmental management. This course examines the relations between touristic and environmental resources. Furthermore the course examines special interest tourism, ways to develop alternative tourism and the benefits associated with it. The course examines strategies that will first identify opportunities for alternative tourism in a region, integrate these activities with the region's existing tourism capacity and design expansion with respect to the region's and the particular activity's capacities.

Learning Outcomes

On completing the course students will be able to:

- Familiarize themselves with planning alternative means of development of the tourism industry.
- Recognize the forms of Special Interest Tourism.

- Seek ways to ensure that tourism development does not exceed the social and environmental “carrying capacity”.
- Suggest tourism development strategies that minimize impact upon the environment, are ecologically sound, and avoid the negative impacts of many large-scale tourism developments undertaken in areas that have not previously been developed.
- Suggest ways to avoid negative impact that can damage or destroy the integrity or character of the natural or cultural environment being visited.
- Assess possible measures to redress the negative impacts of tourism.
- Understand the environmental, socio-cultural and economic impacts of tourism.
- Develop knowledge and understanding of the concept of ecotourism.

Content

- Eco-tourism
- Religious tourism
- Agro-tourism
- Sustainable tourism
- Commodity based tourism
- Pro-poor tourism
- Tourism and the Environment

Reading

Boniface B., Cooper C. (2009). *Worldwide destinations casebook: The geography of travel and tourism* Butterworth-Heinemann.

Cerina, F, Markandya, A, & McAleer, A (2011). *Economics of Sustainable Tourism*. Routledge.

Dwyer, L., & Forsyth, P. (2005). *International Handbook on the Economics of Tourism*. Edward Elgar Publishing.

Holden, A. (2000). *Environment and Tourism*. Routledge.

Stabler M.J. (1997). *Tourism and Sustainability: Principles to Practice*. CABI Publishing).

Wyllie R. (2000), *Tourism and society: A guide to problems and issues*. Venture Publishing.

Tools for Business Analysis

Teaching Hours and Credit Allocation: 30 Hours, 6 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is to introduce students to the most important survey and statistical tools used in business analysis along with business planning. The focus is on application and interpretation of the tools and results. The intention is not only to equip students with the practical skills to implement the necessary techniques, but to acquire the skills of discretion in choice of appropriate method and clarity in the interpretation of the output from such methods, together with extraction of the information of the highest importance to the business decision-maker.

Learning Outcomes

On completing the course students will be able to:

- Develop analytical skills in structuring and analysing business-decision problems
- Build analytical models for a variety of problems in a number of functional areas
- Understand the usefulness and limitation of selected techniques
- Familiarize with the most important statistical methods used in quantitative business analysis
- Use software to generate computer solutions of the models
- Demonstrate skills in communicating the analysis and results of business-decision problems.

Content

- Qualitative research techniques
- Interviews
- Business experiments
- Secondary data analysis
- Questionnaire design and surveys
- Presentation of statistical data and descriptive statistic
- Hypothesis testing
- Regression and correlation analysis
- Business Planning

Reading

Anderson, A. (2015). *Statistics for big data for dummies*. John Wiley & Sons.

<https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=4040045> De Vaus, D., & de Vaus, D. *Surveys in social research*. Routledge.

<https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=6215086>

Galetsis P., Katsaliaki K. and Kumar S. (2023). What affects consumer behavior in mobile health professional diagnosis applications, *Decision Sciences*, 54, 315-333.

Elective Course Details

Customer Experience Management

Teaching Hours and Credit Allocation:	16 Hours, 3 Credits
Course Assessment:	Coursework + Exam

Aims

The aim of the course is to enable students to gain knowledge about the theories and concepts of consumer behaviour and to understand the concept of customer experience and its impact on the competitive business environment.

Learning Outcomes

During the course students will:

- Demonstrate and apply an understanding of theories related to consumer behaviour and customer experience
- Know key concepts and definitions of customer experience management
- Demonstrate awareness of the factors that determine consumer satisfaction
- Critically evaluate evidence-based solutions to customer experience problems or issues.
- Evaluate the role of new technologies in creating valuable experiences.

Content

- Customer experience theory
- Customer service theory
- Customer satisfaction/dissatisfaction
- Consumer behaviour theory
- Service quality theory
- Consumer insight
- Complains handling
- Resolve conflicts and disputes with the client
- Relationship Marketing

Reading

Barnes, C. and Blake, H., (2009) *Creating and delivering your value proposition: managing customer experience for profit*, London: Kogan Page.

Baron, S., (2010) *Relationship marketing: a consumer experience approach*. London: Sage.

Blythe, J (2019) *Consumer behaviour*, 3rd edn, London: SAGE Publications Inc

Buttle, F. & Maklan, S. (2019) *Customer Relationship Management: Concepts and Technologies*, 4th ed., London: Butterworth-Heinemann.

Cook, S., (2011) *Customer care excellence: how to create an effective customer focus*. 6th ed. London: Kogan Page.

Harris, E., (2013) *Customer service: a practical approach*. 6th Edn. Boston Pearson Education.

Peter, J and Olson, J., (2010), *Consumer behaviour and marketing strategy*, 9th edn. New York: McGraw-Hill.

Shaw, C., Dibeehi, Q. and Walden, S., (2010) *Customer experience: future trends and insights*. Hampshire: Palgrave MacMillan.

Solomon, M, Bamossy, G, Askegaard, S, & Hogg, M., (2016) *Consumer behaviour: A European perspective*, 6th edn. Harlow: Prentice Hall

Schiffman, L, Kanuk, Land Hansen, H., (2013) *Consumer behaviour: A European outlook*, 2nd edn. New Jersey: Prentice Hall
Stevens, D., (2012) *Brilliant customer service*, London: Kogan Page.

Project Financing in Tourism

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is to provide a good understanding of how to identify and exploit profitable opportunities. Another aim of this course is to provide an in-depth understanding of the types of funds available to companies through the capital markets. It also deals with the issues involved in structuring and executing capital-raising transactions.

Learning Outcomes

On completing the course students will be able to:

- Understand the process of structuring investments.
- Manage the exit and assess performance.
- Understand the use of venture capital and private equity.
- Provide practical understanding of the principle features of the venture capital and private equity field.
- Understand the various methods available for raising capital.
- Appreciate the complexities and practical considerations in raising debt and equity capital.
- Understand the perspectives of corporate managers, shareholders, financiers and financial intermediaries of international offerings.
- Know the institutional framework underlying equity and debt offerings.

Content

- Fundamentals of private equity investment
- Structuring private equity investments
- Acquiring controlling interests
- Debt and Equity markets
- Raising Equity Capital
- Raising Equity through an initial public offering (IPO)

Reading

Fraser-Sampson, G. (2007). *Private Equity as an Asset Class*, Wiley.

Jenkinson, T. and Ljungqvist, A. (2001). *Going Public: The Theory and Evidence on how Companies Raise Equity Finance*, 2nd edition, Oxford University Press

Draho, J. (2004). *The IPO Decision*, Edward Elgar

Levis, M. (ed). (1996). *Empirical Issues in Raising Equity Capital*, North Holland.

Tourism Policy, Planning and Development

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits
Course Assessment: Coursework + Exam

Aims

The aim of the course is to examine the concept and scope of tourism policy in light of the alternative theoretical approaches, assumptions and typologies of tourism development. The course analyses tourism organizations, stakeholders and institutions, and their role in shaping, planning and implementing tourism policies. Case studies on issues of tourism policy are presented. Another aim of this course is to provide an in-depth understanding of the types of funds available to companies through the capital markets. It also deals with the issues involved in structuring and executing capital-raising transactions.

Learning Outcomes

During the course students will:

- Use theoretical and applied knowledge in relation to the exercise of tourism policy, as well as its potential role in the context of tourism and economic growth.
- Apply theoretical concepts of politics and development in practice.
- Understand the interrelationships between resource management and tourism planning and development
- Develop an understanding of the basic concepts of tourism planning for public and private sector community and regional tourism development

Content

- Tourism development: center and periphery
- Tourism policy at international, national, regional and local levels
- Tourism development and quality management
- Visitor management
- Tools and techniques in tourism planning development
- Case Studies of tourism policy

Reading

David L. Edgell, Sr., Maria DelMastro Allen, Ginger Smith and Jason R. Swanson (2018). *Tourism Policy and Planning: Yesterday, Today and Tomorrow*. Oxford: Butterworth-Heinemann.
Costa, C., Panyik, E., and Buhalis, D., (2013). *Trends in European Tourism Planning and Organisation*, Channel View Publications, Bristol. ISBN:1845414101
Hall, CM., (2008). *Tourism Planning: Policies, Processes and Relationships*. 2nd ed., Harlow: Prentice Hall.

Cultural Heritage Tourism

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits
Course Assessment: Coursework + Exam

Aims

The aim of the course is to investigate the relationship between culture and tourism, by examining the management of tangible and intangible assets. By completing the course students will be able to acquire knowledge and demonstrate an understanding of the relationship between culture and tourism, the

concepts and theories of cultural heritage tourism, along with contemporary issues in the management of the cultural heritage.

Learning Outcomes

- On completing the course students will be able to:
- Understand the conceptual partnership between cultural heritage and tourism
- Distinguish heritage tourism as a distinct and evolved form of travel
- Distribute actors, zones of activity, and motives for the participation in heritage tourism
- Understand the role of interpretation in cultural heritage sites and the relevance of such interpretation approaches to visitors
- Build awareness of the interpretation of major cultural heritages it is available to visitors
- Become familiar with World Heritage Sites, heritage conservation, impacts of heritage tourism and heritage tourism product development

Content

- The market for cultural heritage tourism
- Assessing your destination's cultural heritage resources
- Developing your strategic plan
- Managing your sites for sustainable tourism
- Strategies for preserving and protecting sites and resources
- Strategies for achieving a visitor experience that is memorable, educational, and entertaining
- Setting and enforcing quality standards
- How to improve your marketing efforts

Reading

Leask, A., and Fyall, A. (2006). *Managing world heritage sites*, Butterworth-Heinemann, USA.

Destination and Event Development

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is to provide students with the means to develop high-level management skills and knowledge specific to the field of managing events and projects at all levels. Students will learn how to formulate event tourism strategies for specific destinations, specializing in the design and implementation of events, activities, tours, hotel accommodation, restaurants, excursions, conference venues, gala dinners and programme logistics. Specific topics will include event studies, bid preparation, public and corporate sponsorship, negotiations, and volunteer staff management.

Learning Outcomes

On completing the course students will be able to:

- Recognize the centrality of tourism in event management
- Promote events as a destination attraction
- Appreciate the role of events in creating and interpreting a destination's sense of place

- Comprehend the economic impact of events for destinations
- Comprehend the role of a destination marketing organization as it relates to events
- Develop a management plan for a special event
- Develop sponsorships
- Understand the establishment of event organizations
- Volunteer recruitment and management
- Understand the importance of professionalism in event management

Content

- Event management.
- Sponsorships
- Volunteer recruitment
- Destination marketing
- Event revenue sources and risk management

Reading

Getz D. (2005), *Event Management and Event Tourism*, 2nd Edition, Cognizant Communication Corporation.

O'Toole W. and P. Mikolatis (2007). *Corporate Event Project Management*. The Wiley Event Management Series John Wiley and Sons, New York,

Wrathall J. And A. Gee (2011). *Event Management: Theory & Practice*, McGraw Hill, New York.

Strategy and Decision Making

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits

Course Assessment: Coursework + Exam

Aims

Strategic Analysis refers to the theory and practice of making decisions that shape the future of the firm. This course looks at the content and process of strategic decision making from the perspective of managers who are responsible for an entire business unit. These may be individuals who are acting in the capacity of Chief Executive of a company, divisional General Managers, or departmental heads. The course integrates the specialized areas of business administration by requiring the student to analyse and make strategical and operational decisions in the environment of a computer processed management simulation.

Learning Outcomes

During the course students will:

- Develop the capabilities required for undertaking the responsibilities and tasks involved in strategic management
- Understand the fundamental tools, techniques, and practices of strategic management and examine their application to different organizational contexts
- Be able to explore and assess business problems and challenges of managerial importance experiencing a virtual business environment

- Develop decision-making process of from managerial, organizational, technological and human resource positions
- To acquire the skills of analytical and empirical research of existing organization and decision making processes, development and justification of organization's improvement
- To develop decision-making process about the essence of strategies process for the modern organization as a whole and its individual units

Content

- An introduction to strategic management, with a focus on what is meant by the term "strategy"
- Strategic Analysis, tools and techniques (industry analysis, core capabilities, generic strategies and perceived use value).
- Practical experience applying theory, tools and techniques through case studies and assessment project
- Strategy as Competitive Positioning and as Resource and Knowledge Advantage.
- Business simulation game for running a company to create a 'learning by doing' environment

Reading

David, F. R. (2015). *Strategic Management: Concepts and Cases*, 12th edition, Prentice Hall

Grant, R. M. *Contemporary Strategy Analysis*, 7th edition, Blackwell Publishing Ltd.
Johnson, G., Scholes, K. & Whittington, R., *Exploring Corporate Strategy*, 11th edition, Prentice Hall, 2021

Rothaermel, F. T., (2020). *Strategic Management. McGraw Hill*, 5th edition

Innovation and Entrepreneurship

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits

Course Assessment: Coursework + Exam

Aims

This course concentrates on the unique challenges involved in the management of innovation and entrepreneurial ventures, whether in start-ups, small early stage entrepreneurial firms, or within larger well-established companies in the Tourism sector. It also aims is to develop an understanding of the process and context of entrepreneurship as well as to provide key concepts which will enable students to become more entrepreneurial themselves. The course will examine all issues of entrepreneurship using examples from the tourism industry, combining thus the appropriate theory with real world examples to give students a powerful framework for understanding every aspect of this vital business function. Students, working in teams, will assess the attractiveness of a real entrepreneurial opportunity and prepare a feasibility study that presents their conclusions through the submission and presentation of a business plan.

Learning Outcomes

During the course students will:

- Explain the synergies between creativity, innovation, and entrepreneurship in the hospitality industry
- Describe the entrepreneurial perspective in the hospitality industry
- Evaluate the business environment and its importance to new business ventures

- Evaluate the legal requirements and process to start a new business
- Describe the marketing, financial, and human resource management of a small business\
- Identify the importance of growth and succession for a small business
- Identify entrepreneurial trends in the hospitality industry
- Prepare a business plan for their own hospitality enterprise

Content

- Introduction to innovation & entrepreneurship in the Tourism sector
- Evaluating opportunities
- The financial resources
- Creativity, Innovation and Ethics
- Developing the entrepreneurial plan
- Initiating entrepreneurial ventures
- Growth and exit

Reading

Baron, R.A. and Scott, A.S. (2008). *Entrepreneurship: A Process Perspective*, 1st edition, South-Western College Pub

Schilling, M, (2023). *Strategic Management of Technological Innovation* (7th Edition).

Project Management

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is to provide students with a basic understanding and knowledge of the key concepts and analytical skills underpinning the effective management of projects in any industry sector. Students will learn the responsibilities and essential tools and techniques required to successfully plan, manage, control and evaluate any major project in a complex environment. Students will develop the fundamental skills required of all project managers: critical reasoning skills, quantitative analytical skills and integrative skills, from both a theoretical and practical viewpoint.

Learning Outcomes

On completing the course students will be able to:

- Apply basic tools and techniques of project management in practice
- Write a sponsor and project requirements definition
- Construct a comprehensive project schedule
- Evaluate a project plan subject to time, cost and resource constraints

Content

- Project Management Growth
- Project Planning
- Project Stages and Sizing
- Resource and Task Management
- Scheduling Techniques
- Project Teams
- Pricing and Cost Control
- Contracts and Procurement

- Risk Management
- Stakeholder Management
- Project Evaluation and Reporting

Reading

Lock D. (2020). *Project Management*, 10 Ed, Gower Publishing Ltd.

Kerzner H (2022). *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, John Wiley & Sons, New York.

Air travel and Transportation in Tourism

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is to provide students with a basic understanding and knowledge of the key concepts of the travel industry with a comprehensive view of the growing transportation sector in a global context. Based on literature, professional bodies' reports and a range of case studies students explore the historic development, range of destinations, tourist's profiles, as well as the role of governments, and intermediaries and key issues associated with the management of airline, shipping and transportation companies. Emerging trends and future predictions for these sectors are also examined.

Learning Outcomes

On completing the course students will be able to:

- Discuss the development of the transportation industry
- Define the profile of travelers
- Discuss how organisations and government policies affect travel and transportation
- Evaluate how key markets and social trends affect the travel industry
- Evaluate the risks associated with travelling

Reading

TBC

Contemporary Issues in Tourism

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits

Course Assessment: Coursework + Exam

Aims

The aim of this course is to introduce basic concepts in a selected tourism business-related topic and familiarize students with contemporary issues and trends. This topic can touch upon issues of management, finance, law, technology, ethics and safety, data protection policies, diversity-equity and inclusion and/or specific areas of the tourism industry such as sustainability, alternative tourism, Holistic hospitality, health & well-being and many more. The course will aid students to develop an understanding of contemporary issues and trends related to the tourism industry and how the external environment affects organizations and societies alike.

Learning Outcomes

During the course students will:

- Get acquainted with a trending topic related to business and management
- Familiarize themselves with contemporary developments and practices of the business world and explore their application to different business contexts
- Gain the opportunity to analyze business problems and issues of managerial importance
- Develop skills in the selected contemporary topic

Reading

TBC

Consulting Project

Seminar/presentation Hours and Credit Allocation: 8+ hours, 30 Credits

Course Assessment: Written report of approximately 10,000 words
+ presentation slides

Aims

In the framework of MSc in Hospitality and Tourism Management, students are able to participate in a consulting project. Students study an actual problem of a given firm or organization. Students will receive the necessary information from the cooperating firms and organizations' staff and they will cooperate with them throughout the project. Following analysis of the problem, the students prepare and present concrete and practical solution(s). The main target of the Consulting Project is to provide students with the opportunity to handle real-world problems within the field of their expertise and suggest operational solutions that can actually be implemented by the cooperating firms and organizations. Moreover, students will have the chance to develop close relationships with the cooperating companies and thus gain an appreciation of real business environments. Each student / group of students is guided and supervised by a management member of the firm or organization and an academic member of the University. The final report is critically reviewed by both supervisors and presented to the firm/ organization's representatives. Informative seminars, regarding the consulting projects' processes and deliverables, and company presentation events are offered and supported respectively by the consulting projects' co-ordinator.

Learning Outcomes

On the course the participants will be able to:

- Get acquainted with the modern business environment
- Gain familiarity with real-world problems
- Acquire skills in gathering data, diagnosing issues and implementing solutions
- Develop close relationships with the cooperating companies
- Improve their ability to present analyses of issues and organizational problems in a concise, accurate, clear and interesting manner from the perspective of a consult
- Gain exposure to a variety of processes and interventions involved in the management-consulting arena.

Content

- Understanding companies' specific needs
- Mapping companies' special characteristics
- Presentation of concrete and practical solution(s)
- Discussion of solution(s) with cooperating companies
- Provision of final solution(s) for the cooperating companies

Reading

Andler N. (2016), *Tools for Project Management, Workshops and Consulting*, Wiley

Christensen L.B., Johnson R. B., Turner L.A. (2015), *Research Methods, Design, and Analysis*,

Laursen G. H. N., Thorlund J. (2016), *Business Analytics for Managers: Taking Business Intelligence Beyond Reporting*. Wiley &Sas Business Series

Weiss A. (2002), *Process Consulting: How to Launch, Implement, and Conclude Successful Consulting Projects* 1st Edition. Pfeiffer

Students will also be referred to additional readings. As part of their studies and with the intention of broadening knowledge, students should consult relevant academic journals and websites.

The Dissertation

Credit Allocation: 30 Credits

Course Assessment: Written report of approximately 10,000 words

The Master's Dissertation is supervised by an academic member of staff. Students are encouraged to have regular meetings with their supervisor. Supervisors assist students in their research work by acting as consultants and counselors in matters of research procedure and practice. Students are expected, however, to become the experts in the topic they select for research and take responsibility for their work. All students are required to attend the Dissertation kick-off meeting (date to be confirmed). The basic guidelines and milestones of the Dissertation Project will be presented by the Academic Assistants.

The Dissertation is assessed by a three-member academic committee. If there is a difference of more than 2 points (on a scale of 1-10) in the evaluations of the three examiners, then a fourth evaluation is called for. The final grade awarded on the Dissertation will be the average of the mark given by the fourth examiner and the closest two marks to it of the other three marks.

The Dissertation must be submitted in the approved format. The Dissertation is due to be submitted by **15 December 2026**. Extension beyond this deadline will only be given in special circumstances and with the agreement of the student's supervisor and the Programme Coordinating Committee. A maximum of two weeks' extension may be permitted in the first instance. **Any application for an extension must be made three weeks before the due date of submission**, by completing and submitting the Extenuating Circumstances Form. It is the student's responsibility to have the Extenuating Circumstances Form properly approved.

To qualify for a Master's degree, a student must achieve a minimum grade of 5.00 in the Dissertation.

If the Dissertation is submitted late without permission, it will be immediately penalised by 7% for late submission plus 1% daily, including weekends. The maximum period for late submission is 2 weeks. Any dissertation submitted later than two weeks after the proper date shall not be accepted and shall therefore be graded with a mark of 0.00.

Students who fail the dissertation will be required to re-submit their dissertation on the same or a similar topic. Students are allowed to re-submit their dissertation only once, assuming a valid submission was made in the first instance. The deadline for re-submission is 6 weeks after the publication of the mark of the first submission.

Research Methodology Seminar

The Research Methodology Seminar is not assessed but, given its importance, attendance is obligatory.

Aims

The aim is to examine the various methods of undertaking empirical research.

The seminars start by presenting historical developments in research in a chosen field and then develop qualitative and quantitative research methods, including event studies, cross-sectional analysis, valuations of various assets, analysis of business and market trends, application of theory into practical business issues. The seminars also review the interpersonal skills necessary for conducting effective research projects in a real business environment.

The seminars will make it possible for participants to:

- Understand methods used to generate ideas for relevant projects
- Understand recent developments in the field
- Appreciate the use of statistical techniques in testing research questions
- Develop analytical skills to evaluate the impact of major institutional, market or organisational changes.
- Develop an understanding of commonly used sources of data/literature available
- Develop interpersonal skills required to undertake business research projects
- Appreciate the links between academic theory and practice.

Learning Outcomes

On attendance of the seminars the participants will:

- Know how to undertake empirical research and be able to prepare good projects.
- Understand how to set up and test topical research questions
- Understand the use of statistical techniques in research
- Contrast the various theories to set up hypotheses and link the theories to practice.

Content

Research Process: Research is gathering the information needed to provide an understanding of some problems in order to change the beliefs of reader/listener. Although research involves hard work, it provides the pleasure of solving a puzzle or gaining an in-depth understanding of a particular question. Research usually starts from the definition of the research questions, followed by an understanding of literature search, data collection and definition of the methodologies to be used, the analysis of the results and finally the drawing of conclusions. A recently published paper will be used to illustrate this typical research process.

Business research methodologies: Business research projects use various methodologies including event study, performance analysis, valuation survey questionnaires, personal interview and case study approaches.

Data/information sources: This seminar course focuses on literature search and data collection. It seeks to provide students with information on widely used electronic paper collections such as SSRN and RePec. It places emphasis on financial and macroeconomic data sources such as Bloomberg, DataStream, Eurostat and BIS.

Personal skills: This session will focus on core 'soft skills', providing students with effective communication and presentation skills; good writing skills including academic writing and articulating competencies.

Reading

The seminars are based on a number of recently published research papers. The papers will be selected nearer the start of the seminars.

PART II: REGULATIONS & POLICIES

1. Tuition Fees

- 1.1. IHU full-time and part-time postgraduate students pay for their participation on the MSc in Hospitality & Tourism Management programme, total fees amounting to 3,900 €.
- 1.2. Deposits: Upon acceptance on a postgraduate programme of study at the IHU, you will be asked to pay a non-refundable deposit of 500€ to secure your place. This amount will count towards the first instalment of your tuition fees. The deposit can be paid by bank transfer or bank draft.
- 1.3. Tuition fees are paid in two installments for full-time students and in four installments for part-time students. The first day of each academic semester is set as the final date for payment. Proof of payment of the first fee instalment must be submitted by or upon registration of the student on Induction Day.
- 1.4. No extension is provided for tuition fee payment and no different arrangement is permitted for payment of the first fee instalment. Exceptionally, a special arrangement for subsequent fee payments may be foreseen by the Scientific Director of the Programme following the respective request by the student provided there are exceptional reasons.
- 1.5. Examination and coursework marks for students in arrears regarding the payment of fees will not be disclosed by the School. These students will not be permitted to proceed to the next semester of studies if payment has not been made according to the payment schedule, unless there are exceptional circumstances that have been communicated to and approved by the General Assembly of the School.
- 1.6. In the final instance, students who have not paid the full tuition fees by the end of the programme will not be allowed to receive their degree until they have fulfilled this obligation within a deadline to be set by the General Assembly of the School.
- 1.7. Additional elective courses: A student opting to take additional elective courses beyond those required shall be required to pay additional fees, to be determined by decision of the General Assembly of the School.

2. Student identity

- 2.1 Registration on an IHU postgraduate programme confers the identity of student on the candidate. This identity expires upon receiving one's degree or upon expulsion from the university.
- 2.2 Students may use IHU facilities and services in the pursuit of their educational work, according to the stipulations of respective Governing Board decisions.

3. Mentor scheme

Academic mentoring has been established by the University in order to provide students with advice on a range of academic matters, such as assessing the current level of knowledge provided and identifying any impediments to the learning process that may be present, with the overall objective of enhancing open, continuous and direct communication between students and the faculty.

4. Programme Duration

- 4.1 The programme will commence in November each year, the exact dates are announced by the Course Office.
- 4.2 The duration of studies in order to acquire a postgraduate degree is 3 semesters (comprising taught courses during the 1st and 2nd semesters, while the 3rd semester is dedicated to the Dissertation).

- 4.3 Examinations and assessed work will take place throughout the course.
- 4.4 The maximum period for completion of the study programme is five (5) semesters for full-time students and eight (8) semesters for part-time students. Extension of the above deadlines is generally not permitted. In certain exceptional cases, a short extension may be given, following approval by the General Assembly of the School.

5. Assessment

- 5.1 The programme is taught and assessed in English. Student assessment on each course is supervised by the course instructor(s).
- 5.2 Performance is assessed on a 1-10 scale.
- 5.3 To complete the programme successfully, students must pass all courses, achieving an average grade on each course and its assessment components (coursework and examination) of at least 5.00.
- 5.4 In special circumstances, such as when a student is unable to participate in the examinations or to submit a paper due to professional or health reasons, a special examination date may be set for the student or a new deadline for the submission of the respective coursework, following a decision by a competent committee appointed by the General Assembly of the School.
- 5.5 The programme has established procedures to enforce academic misconduct in either exams and/or coursework. All student submissions (either coursework or exam) submissions are checked against internet resources, stored student papers, journals, periodicals, and publications for plagiarism through the Turnitin platform. This specialized platform provides similarity reports to instructors, who shall investigate submissions for plagiarism. In the event plagiarism or academic misconduct is detected, instructors shall take further actions (see section 15).
- 5.6 The programme maintains a Declaration of Academic Integrity and student consensus policy. To mitigate instances of academic misconduct, exams are subject to recording. At the beginning of each academic year, we ask for students consensus via a questionnaire in the university's e-learning platform. In particular, we include the following statement:
- “By selecting the option below, I consent to participate in the examinations with a use of a camera and a microphone through Zoom software. I also give my consent for the exams to be recorded through Zoom.*
- In case I do not give my consent, I will not be able to attend the examinations through Zoom.*
- By selecting the option below, I pledge that the answers of this exam are my own work without the assistance of others or the usage of unauthorized material or information.”*
- 5.7 Coursework/exam results are published within 45 days from the date of submission/the examination.
- 5.8 A student is entitled to ask for feedback either for an exam or piece of coursework for a specific course within 15 days after the grade has been announced.

6. Assessment Regulations

The rules governing the calculation of course and overall degree marks are as follows:

- 6.1. To qualify for the MSc in Hospitality & Tourism Management degree, a student must acquire a total of 30 credits.
- 6.2. All courses must be passed individually.
- 6.3. Credits and marks are awarded for all courses successfully completed and passed.
- 6.4. It is compulsory to complete all coursework and exam components and no course mark can be awarded until these are completed.

- 6.5. All courses are assessed by both coursework and exam (without exception). Course assessment weightings may vary but exams cannot be weighted less than 50% in any case. A minimum mark of 5.00 must be achieved on each component (exam and coursework).
- 6.6. Students will be required to retake any failed assessment component in the next assessment period.
- 6.7. A student failing at the second attempt will normally be asked to withdraw immediately from the programme, following the decision in this respect of the General Assembly.
- 6.8. Calculating the overall mark of a course in the case of a re-sit: in those cases where a student has passed a course component after a re-sit, the overall mark of the course will be calculated by combining the original grades awarded for other component(s) passed at the first attempt and the re-sit mark for the component passed at the re-sit, in line with relative credit values of courses, as set out in the table below.
- 6.9. A student is entitled to appeal against the grade received for an exam or piece of coursework for a specific course within 15 days after the grades have been announced. Students must provide full details of the grounds of their appeal in writing. Such appeals are assessed by an academic appointed by the Director of the Programme, within thirty (30) days of receipt of the appeal. As a result of an appeal, grades may stay the same, go up or down. In the case of group work, the decision to appeal should be taken unanimously by the students of the group.
- 6.10. A course mark is calculated by aggregating the marks for all assessment components.
- 6.11. To calculate the overall degree mark, course marks are combined using weightings in line with the relative credit values of courses, set out in the table below.

Assessment matrix of courses, hours, credits and weightings

Course title	Taught Hours	Credits	Assessment weightings used to calculate module mark	
			C/W	Exam
Core Courses				
Tourism Management	30	6	30%	70%
Hospitality and Tourism Operating Systems	30	6	50%	50%
Services Marketing	30	6	30%	70%
Financial Management for Tourism Development	30	6	30%	70%
Social Media and Digital Technologies in Tourism	30	6	30%	70%
Human Resource Management in Tourism	30	6	30%	70%
Special Interest Tourism	30	6	30%	70%
Tools for Business Analysis	30	6	50%	50%
Core Total		48		
Elective Courses				
Elective 1	16	3	30%	70%
Elective 2	16	3	30%	70%

Elective 3	16	3	30%	70%
Elective 4	16	3	30%	70%
Electives Total		12		
Dissertation or Consulting Project		30		
Degree Total		90		

*Coursework may consist of a short exam, an invigilated test, a group or individual assignment

7. Re-examination of Failed Courses

7.1 Students who fail a course will be required to retake any assessment component for which their mark falls below 5.00.

7.2 Resit provisions will apply to all failed courses under the following provisions:

7.3 The resit method and date shall be prescribed by the Course Office in accordance with the course regulations. The content of the re-assessed component will be decided by the Course instructor(s);

7.4 A course may be re-sat only once.

7.5 A student who successfully completes a re-sit shall be awarded the credits for the course. The grade awarded for other components will be the original grade. The course grade will be calculated using the weightings detailed in the matrix on the previous page. This grade will be used in calculating the overall degree grade.

7.6 A student who does not pass his or her resit by the date specified shall not progress on the Programme and the Programme Director shall make a recommendation to the General Assembly of the School that the student withdraw.

8. Coursework Submission

8.1 Coursework must be submitted via online submission to the E-learning platform at <https://elearn-ucips.ihu.gr/> (this constitutes your receipt of submission).

8.2 The deadline for all coursework is 17:00 (5pm) on the submission date, unless otherwise indicated by the lecturer. Students are required to retain a copy of all coursework submitted.

8.3 Online coursework submission allows the course officer to check the timeliness of submissions.

8.4 Late submission of coursework is unacceptable other than in the most extreme circumstances. In such circumstances, a student must submit a written request for an extension in advance of the deadline to, and gain permission from, the relevant course office, NOT the lecturer. The student will need to produce supporting evidence as to why he/she is unable to meet the deadline. If permission is granted, a new submission date will be given without penalties to the grade. If students submit their coursework late without permission, a system of penalties will apply, as follows: Work submitted late without permission is immediately penalised by 7% for late submission plus 1% daily, including weekends. The maximum period for late submission is 2 weeks. Work submitted later than two weeks after the proper date shall not be accepted and shall therefore be graded with a mark of 0.00.

9. Class Attendance and Timely Arrivals

9.1 Students are expected to attend all lectures and all other scheduled activities.

9.2 Students are obliged to have the cameras on during lectures via Zoom. Professors are responsible for keeping track of students' presence/absence. Students who have the cameras off during lectures via Zoom will be considered as absent.

9.3 Please note that extensive absence from a taught course, i.e., over 30% of the total taught hours of the course, albeit justified, will incur a grade penalty, namely, the grade of the course will be capped at the minimum pass mark (5.00). If a student does not attend the 50% of the total taught hours of the course, this course must be taken if available the following year. If a student is absent for the 100% of the total taught hours of the course the General Assembly of the School is responsible for deciding whether this may lead to a suspension of studies or withdrawal from the programme.

9.4 Late arrival to a lecture or class is unacceptable and the lecturer has the right to refuse admission. In any case, every effort should be made to ensure that entrance does not interrupt the lecturer or distract the class.

9.5 Lectures normally include breaks. Lectures are carefully prepared and timed and any delay in restarting may cause it to over-run. The lecturer has the right to refuse readmission to anyone returning late.

10. Good Conduct

10.1 Students must use university facilities and equipment properly and with due care, to prevent damage or malfunction, and otherwise shall bear the responsibility for replacing damaged items.

10.2 Students shall behave with respect towards the teaching staff and administrative personnel of the University, as well as towards their fellow students, and shall not cause problems with disorderly behaviour.

10.3 Mobile phones should be turned off during lectures. Phones ringing during a lecture are not only intrusive but also extremely offensive.

10.4 Students wishing to make audio-recordings during course tuition must obtain the lecturer's written permission.

11. Students' Complaints Procedure

11.1 Students who wish to make a complaint concerning the quality of an academic programme, any related service or member of the academic or administrative staff should first do so at the local level, by raising the issue with the individual, department or service provider directly involved. Issues of concern may often be resolved more quickly and effectively at this stage.

11.2 If a student decides to make a complaint, this will be taken seriously and confidentiality will be respected. Investigations will be carried out thoroughly and the issue determined fairly by someone who is not directly involved in the complaint. It should be noted, however, that complaint resolution may not be possible without revealing the identity of the complainant to the subject of the complaint and anonymous complaints will not be investigated. Allegations which are found to be unsubstantiated or malicious will be dismissed.

12. Appeal Committee

12.1 Students are entitled to submit an appeal to an Appeal Committee, appointed by the Governing Board, with respect to any decision concerning their status at the University. A student submitting an appeal is invited to exercise his/her right to be heard, according to Article 6 of the Greek Administrative Procedure Code.

12.2 The Appeal Committee examines any appeals against decisions of the Governing Board and/or the General Assembly of the School according to Article 24 of the Greek Administrative Code of Procedure.

13. Postponement of studies

13.1 Postgraduate students may postpone their studies for a period no longer than one academic year or two successive academic semesters, following a respective application submitted to the General Assembly of the School – and approval thereof – for reasons related to the student’s family and personal circumstances, which must be documented accordingly.

14. Bibliographies and References Format

Bibliographies and references are to be arranged in a single list at the end of the area of work and presented in alphabetical order according to the surname of the first author. In the case of identical family names, alphabetise next by the forename or first initial of the author. In the case of two or more references by the same author, the name is given for the first entry, and an eight-space line (the underscore key struck eight times) takes its place in subsequent entries. The entries are then arranged chronologically with most recent submissions first. Please note that you are solely responsible for ensuring accuracy and format consistency in the bibliography and references section of any papers you write.

Some examples:

Book Citation:

Dunning, J. H. (1993) *Multinational Enterprises and the Global Economy*. Addison-Wesley, Reading, United Kingdom.

Caves, R. E. (1982) *Multinational Enterprise and Economic Analysis*. Cambridge University Press, New York, NY, USA.

Tip: Don't forget to give the name of the publisher in full, along with their location (city, state [for USA you show the abbreviation of the state], and country).

Edited Book Citation:

Kindleberger, C. P. (ed.) (1970) *The International Corporation*. MIT Press, Cambridge, MA, USA.

Szegedi, Z., Marer, P., and Waisvisz, P. (eds.) (1999) *Vállalati Esettanulmányok, 2. Kötet*. AULA Publishing Co., Budapest, Hungary

Chapter in a Book Citation:

Aliber, R. Z. (1970) A Theory of Foreign Direct Investment. In *The International Corporation*, Kindleberger, C. P. (editor), MIT Press, Cambridge, MA, USA.

Journal Article Citation:

Anderson, E. and Gatignon, H. (1986) Modes of Foreign Entry: A Transaction Cost Analysis and Propositions. *Journal of International Business Studies*, Fall, pp. 1-26.

Tip: Don't forget to include the page numbers on which the article appears. Also, remember that you italicize the title of the journal but not the title of the article.

Working Paper Citation:

Bellas, C. J., Bochniarz, Z., Jermakowicz, W. W., Meller, M., and Toft, D. (1994) *Foreign Privatization in Poland*. Center for Social & Economic Research (CASE), Warsaw, Poland, Working Paper, October.

Rojec, M., Jermakowicz, W. W., Illes, M., and Zemplerova, A. (1995) *Foreign Acquisition Strategies in the Central European Privatization Process*. Center for International Cooperation and Development (CICD), Ljubljana, Slovenia, Working Paper.

Tip: Don't forget to include the name of the institution / organization and list the city and country where it is based (located) as noted in the publication.

Two or More Authors Citation:

Anderson, E., and Gatignon, H. (1986) Modes of Foreign Entry: A Transaction Cost Analysis and Propositions. *Journal of International Business Studies*, Fall, pp. 1-26.

Rojec, M., Jermakowicz, W. W., Illes, M., and Zemplerova, A. (1995) *Foreign Acquisition Strategies in the Central European Privatization Process*. Center for International Cooperation and Development (CICD), Ljubljana, Slovenia, Working Paper.

Works by the Same Author Citation (that appear after one another):

Vernon, R. (1983) Organizing and Institutional Responses to International Risk. In Herring, R. (ed.), *Managing International Risk*, Cambridge University Press, New York, NY, USA, pp. 191-216.

_____ (1966) International Investment and International Trade in the Product Cycle. *Quarterly Journal of Economics*, No 80, pp. 190-207.

Works by the Same Author & Same Year Citation (that appear after one another):

Guyon, J. (1996a) *Lindahl to Succeed Barnevik as Chief Executive of ABB*. The Wall Street Journal Europe (WSJE), 11-12 October.

Guyon, J. (1996b) *At ABB, Globalization Isn't Just a Buzzword: It's a Corporate Culture*. The Wall Street Journal Europe (WSJE), 1 October.

Tip: Remember that you place the letter after the year in respect of the order in which these appear in your text. Hence, 'a' comes before 'b' and so forth.

Newspaper / Magazine Article Citation:

Rapoport, C. (1992) *How Barnevik Makes ABB Work*. *Fortune*, 29 June, pp. 24-27.

Roth, T. (1995) *Europe's Labors: Integrating the East, Reinventing the West Are One and the Same*. The Wall Street Journal Europe (WSJE), 30 June/1 July.

EIU (1999) *Business Eastern Europe*, Economist Intelligence Unit (EIU), 22 February.

Tip: Almost all newspaper/magazine articles have an author, so make sure that you properly cite him/her. Also, the title of the article is not italicised while the source publication is italicised.

Internet Citation:

Czech Invest (1998) <http://www.czechinvest.org/>.

Renault (2001) <http://www.renault.com>.

Tip: You only need to show the primary source (main site) of any Internet site and the year in which you accessed the web site.

Company Annual Report Citation:

Renault (1999) *1998 Renault Financial Report*. Boulogne-Billancourt Cedex, France.

Generali Budapest Biztosító Rt. (1993-97) *Company Annual Reports 1992-96* (Hungarian/German language editions). Budapest, Hungary.

Tip: For Annual Reports the year of publication is almost always the year after the reported year. For example, a 1998 Financial Report is published in 1999.

Example of a Bibliography (listed in alphabetical and chronological order):

Bibliography:

Aliber, R. Z. (1970) A Theory of Foreign Direct Investment. In *The International Corporation*, Kindleberger, C. P. (editor), MIT Press, Cambridge, MA, USA.

Anderson, E. and Gatignon, H. (1986) Modes of Foreign Entry: A Transaction Cost Analysis and Propositions. *Journal of International Business Studies*, Fall, pp. 1-26.

Bellas, C. J., Bochniarz, Z., Jermakowicz, W. W., Meller, M., and Toft, D. (1994) *Foreign Privatization in Poland*. Center for Social & Economic Research (CASE), Warsaw, Poland, Working Paper, October.

Caves, R. E. (1982) *Multinational Enterprise and Economic Analysis*. Cambridge University Press, New York, NY, USA.

Czech Invest (1998) <http://www.czechinvest.org/>.

Dunning, J. H. (1993) *Multinational Enterprises and the Global Economy*. Addison-Wesley, Reading, United Kingdom.

EIU (1999) *Business Eastern Europe*, Economist Intelligence Unit (EIU), 22 February.

Kindleberger, C. P. (ed.) (1970) *The International Corporation*. MIT Press, Cambridge, MA, USA.

Rapoport, C. (1992) *How Barnevik Makes ABB Work*. *Fortune*, 29 June, pp. 24-27.

Renault (1999) *1998 Renault Financial Report*. Boulogne-Billancourt Cedex, France.

Roth, T. (1995) *Europe's Labors: Integrating the East, Reinventing the West Are One and the Same*. *The Wall Street Journal Europe (WSJE)*, 30 June/1 July.

Vernon, R. (1983) Organizing and Institutional Responses to International Risk. In Herring, R. (ed.), *Managing International Risk*, Cambridge University Press, New York, NY, USA, pp. 191-216.

(1966) International Investment and International Trade in the Product Cycle. *Quarterly Journal of Economics*, No 80, pp. 190-207.

Tip: Pay attention to detail and get your sources (facts) right!!!

15. Plagiarism – Fraudulent Coursework - Malpractice

15.1 Plagiarism is the passing off of the ideas or words of someone else as though they were your own. It applies equally to the work of other students as to published sources. In addition, auto-plagiarism takes place when a student presents any prior writing of his or her own work, from another course or school, as entirely fresh work for course credit. This is also considered plagiarism.

15.2 Fraudulent or fabricated coursework is defined as work such as reports of laboratory or practical work that are untrue and/or fabricated, submitted to satisfy the requirements of a University Assessment in whole or in part.

15.3 Malpractice in University Assessments occurs when a candidate attempts to mislead or deceive the examiners concerning the work submitted for assessment. This includes colluding with others (including other students) in the preparation, editing or submission of work.

15.4 PENALTIES

The University takes a serious view of plagiarism, fraudulent, fabrication and malpractice and will act to ensure that students found in breach of its guidelines are dealt with severely. This action may lead to expulsion from the University. All work is marked on the assumption that it is the work of the student: the words, diagrams, computer programmes, ideas and arguments should be their own. However, much coursework will be based on what students have read and heard and it is important that you show where, and how, your work is indebted to those other sources.

Range of Penalties:

When determining the penalty for a plagiarized, fraudulent, fabricated piece of work or other malpractice the following points should be taken into consideration that affects the severity of the penalty imposed:

- Severity of the offence (percentage of plagiarised work)
- The student's explanation and response to the allegation
- Maintenance of the principles of equal treatment and proportionality

15.5 Range of Penalties at School Level:

The penalties which can be imposed at School level, by the General Assembly of the School regard components of up to 50% of the course evaluation. The penalties range from a re-writing of a coursework to a capped mark for the whole course. In all cases a reprimand letter will be sent to the student from the School.

i) Re-writing of coursework by removal/correction of plagiarised parts: Work that is identified as plagiarised in part must be expunged and re-written before the mark for the assessment and for the course can be released. There will be a minimum 10% reduction in the mark of the re-written component. The mark will be aggregated with the marks for the remaining components of the course. Normal resit opportunities will be retained.

ii) Submit a new piece of work: On the same/similar topic or a different one (based on instructors' advice) the student will be required to submit a completely new assignment for the particular piece of coursework. There will be a minimum 10% reduction in the mark of the re-written component. The mark will be aggregated with the marks for the remaining components of the course. Normal resit opportunities will be retained in the case of a failed mark.

ii) Submit a new piece of work - component mark capped: On the same/similar topic or a different one (based on instructors' advice) the student will be required to submit a completely new assignment for the particular piece of coursework. The mark will be capped at 5 and will be aggregated with the marks for the remaining components of the course. Normal resit opportunities will be retained in the case of a failed mark.

iii) Submit a new piece of work – course mark capped: On the same/similar topic or a different one (based on instructors' advice) the student will be required to submit a completely new assignment for the particular piece of coursework. The mark is capped at 5 for the whole course and not only for the specific course component. Normal resit opportunities will be retained in the case of a failed mark for all course components.

15.6 Range of Penalties at Governing Board Level:

The penalties of course repetition and permanent exclusion from studies can only be applied by the Governing Board. Such penalties may be proposed by the General Assembly of the School to the Governing Board which is competent to take the final decision on the matter. Such penalties are recommended in cases of high severity of the offence (i.e., very high percentage of plagiarised work in dissertation thesis). The Governing Board has the discretion to also impose any of the aforementioned penalties, taking into account the severity of the offence.

i) Course mark capped - Repeat the course: The student will be required to repeat the respective course in which plagiarism has occurred in its entirety by attending the whole course again when this is next available. The mark for all course components is capped at the pass mark. The marks for other courses are retained. If the plagiarised offence occurred on modules such as the dissertation thesis, consulting project or similar, the student will need to wait for up to a year until a new allocation of projects and dissertations are in place.

iii) Permanent exclusion from the University with no award: The student will be requested to withdraw from his/her studies and no award will be made.

16. Academic Misconduct

The University takes very seriously any form of cheating in examinations or other forms of assessment, including plagiarism (see above), impersonation, collusion and disruption.

Cases of suspected academic misconduct will be reported to the course office and academic staff and, where misconduct is established, a range of penalties may be recommended to the General Assembly, which body will decide on the penalty to impose. Its decision will reflect the severity of the offence and intent and may also result, in extreme circumstances, in expulsion from the University.

17. Examination Regulations

- 17.1 Students must bring an ID document with them to all examinations. Admission to an examination without the ID document is prohibited.
- 17.2 Students must ensure that they arrive early enough to find the room in which they are sitting the examination. If they arrive up to half an hour late for their examination, they will normally be permitted to sit their exam. No extra time will be given and students must finish together with all others taking the same paper. Only in the case of exceptional circumstances delaying their attendance and beyond their control will the full allotted time be allowed for the paper.
- 17.3 Students will normally be permitted to enter the examination room approximately 10-15 minutes before the start of the examination and only after permission has been given by the invigilator.
- 17.4 Students are not permitted to take any coat or bag or personal belongings (other than those needed for an examination) to the examination desk. Before entering the room, an invigilator will announce where belongings should be placed. Possession of a mobile phone, walkman, pager, personal organiser or any electronic device (other than those specifically allowed for an examination) is strictly prohibited whilst sitting an examination. Mobile phones must be switched off and placed in the student's coat/bag. Failure to do so may result in disciplinary action. Belongings should be kept to a minimum. Possessions are left at students' own risk.
- 17.5 Upon entering the examination room, talking is strictly prohibited. During the examination, students must fully comply with the invigilator's instructions and requests. Failure to comply may result in expulsion from the exams and corresponding penalties imposed by the School General Assembly.
- 17.6 Once students have found their desk they must await the invigilator's instruction. They will be asked to fill in their details on the front of the answer booklets. At this time they must place their ID document, face up, on their desk in order for an invigilator to confirm their identity. The invigilator will give permission to start reading the question paper. It is in students' own interest to read the instructions on the question paper carefully.
- 17.7 Students are required to supply their own pens, pencils, etc., at each examination. Where permission is given, students must supply their own hard-copy dictionary and calculator. Electronic dictionaries are not permitted. Students must comply with all instructions given by an invigilator before, during and after the examination.
- 17.8 If a student has a query, he/she should raise a hand and an invigilator will approach them. Students must not vacate the desk for the duration of the examination without the express permission of an invigilator. Failure to comply is an examination offence and may result in the examination script not being marked.
- 17.9 Students are not permitted to leave the examination room during the first half hour or the last 15 minutes of the examination. If they wish to leave the room at any other time during the exam, they should raise their hand and an invigilator will respond to their request. When allowed to leave, students should leave the room as quickly and quietly as possible with due consideration to

their fellow students who may still be working. If students are given permission to temporarily leave the room, they will be accompanied by an invigilator. During this time they will not attempt to contact any other person or consult any material relating to the examination.

- 17.10 When the invigilator announces the end of the examination, all students must stop writing. The front of each answer booklet must be fully completed and the flap must be sealed securely. Students must not leave their desk until the script has been collected by an invigilator. A copy of the exam paper may only be taken if permission has been given to do so.

18. Extenuating circumstances

- 18.1 Students unable to attend an examination or to submit a piece of coursework at a set time due to illness, bereavement, business travel abroad or any other personal circumstance must submit documentary evidence testifying the reason for their absence. Students need to fill in a special Extenuating Circumstances Form (available on the E-learning platform at <https://elearn-ucips.ihu.gr/>) and submit it to the course office within 10 days after the examination/coursework submission deadline. This will be considered by a competent committee appointed by the General Assembly of the School, which will decide whether to accept the reason and allow the student to take the examination as a first attempt or allow the student to submit the coursework he did not submit on a new deadline (or allowable resit) or reject it and count the absence as a failure. In exceptional circumstances, and following approval by the General Assembly of the School, a special examination date may be set for the student or a new deadline given for submission of the paper.
- 18.2 **Special Examination Arrangements** Students with a physical or learning disability are given extra examination time or sit their examinations at an alternative venue along with any special provisions available. In order for students to apply for such special arrangements, they must provide the Course Office with current certification (from a responsible official state institution) detailing their condition well ahead of the exam period. The Course Office will decide on the special examination provisions to be made.

19. Dissertation or Consulting Project Supervision and Submission

- 19.1 The Master's Dissertation or Consulting Project is supervised by an academic member of staff and a person set responsible by the chosen firm accordingly. Students are encouraged to have regular meetings with their supervisors. Supervisors assist students in their research work by acting as consultants and counsellors in matters of research process and practice: students are expected to become the experts in the topic they selected for research and take responsibility for their work.
- 19.2 The Dissertation is assessed by a three-member academic committee. If there is a difference of more than 3 points (on a scale of 1-10) in the evaluations of the three examiners, then a fourth evaluation is called for. The final grade awarded on the Dissertation will be the average of the mark given by the fourth examiner and the closest two marks to it of the other three marks.
- 19.3 The Consulting Project is assessed by a two-member committee, consisting of one member of the academic staff and one management member of the firm or organization. If there is a difference of more than 3 points (on a scale of 1-10) in the evaluations of the two examiners, then a third evaluation is called for. The final grade awarded on the Consulting Project will be the average of the mark given by the third examiner and the closest mark to it.
- 19.4 To qualify for a Master's degree, a student must achieve a minimum grade of 5.00 in the Dissertation/Consulting Project.
- 19.5 The Dissertation Project entails the completion of the following milestones:
Milestone 1: All Chapters – First Draft Text: 15 November 2026 (sent to the supervisor)

After discussing with their supervisor, students should submit a First Draft Text of their Dissertation including All Chapters except from the Conclusions and the additional material (Bibliography, Contents, Appendices, etc.), for final comments by the supervisor.

Milestone 2: All Chapters - Final Text: **(Final submission) 15 December 2026** (submitted on the IHU E-learn platform)

19.6 The Consulting Project entails the completion of the following milestones:

Milestone 1: All Chapters – **First Draft Text: 15 November 2026** (sent to the supervisor)

After discussing with their supervisor (member of the academic staff), students should submit a First Draft Text of their Consulting Project including All Chapters except from the Conclusions and the additional material (Bibliography, Contents, Appendices, etc.), for final comments by the supervisor.

Milestone 2: All Chapters - Final Text: **(Final submission) 15 December 2026** (submitted on the IHU E-learn platform)

19.7 The Dissertation or Consulting Project must be submitted in the approved format. The **Dissertation/Consulting Project** is due to be submitted by **15 December 2026**. Extension beyond this deadline will only be given in extreme circumstances and with the agreement of the student's supervisor and the Programme Coordinating Committee. A maximum of two weeks' extension is permitted in the first instance. Any application for extension **must be made three weeks before** the due date of submission, by completing and submitting the Extenuating Circumstances Form (available on the E-learning platform at <https://elearn-ucips.ihu.gr/>). It is the student's responsibility to have the Extenuating Circumstances Form properly approved.

19.8 If the Dissertation or Consulting Project is submitted late without permission, it will be immediately penalised by 7% for late submission plus 1% daily, including weekends. The maximum period for late submission is 2 weeks. Any dissertation submitted later than two weeks after the proper date shall not be accepted and shall therefore be graded with a mark of 0.00.

19.9 The submission requirements for dissertations are:

- Dissertations must be submitted via online submission to the E-learning platform at <https://elearn-ucips.ihu.gr/> (this constitutes receipt of submission). The deadline is 17:00 (5pm) on the submission date.

19.10 The International Hellenic University has adopted an **Open Access Policy** from 10/02/2015 (<https://repository.ihu.edu.gr/xmlui/page/openaccess-policy-en>). In brief, Open Access (OA) literature is digital, online, free of charge, and free of most copyright and licensing restrictions.

Along with this policy, the IHU Library proceeded with the creation of an Institutional Repository (<https://repository.ihu.edu.gr/xmlui/> the online archive), where all scholarly material can be submitted, kept and managed.

Part of the collection consists of the Master's dissertations and PhD theses. **Students are required to submit their dissertations and theses to the repository making them accessible to the wider academic community.**

As the pdf file is the final version, content alterations are not possible.

This process is part of the dissertation/thesis submission workflow and is intended to ensure the content accuracy and quality of the dissertation/thesis submitted.

Students are strongly advised to carefully read the terms of submission before submitting their work <https://repository.ihu.edu.gr/xmlui/page/terms-en>.

20. Re-examination of Failed Dissertation or Consulting Project

- 20.1 Students who fail the Dissertation or Consulting Project will be required to re-submit their Dissertation or Consulting Project on the same or a similar topic. Students are allowed to re-submit their Dissertation or Consulting Project only once, assuming a valid submission was made in the first instance.
- 20.2 The deadline for re-submission is 6 weeks after the publication of the mark of the first submission.

21. Assessment

- 21.1 The General Assembly of the School is responsible for considering and agreeing all assessment results and making decisions about whether students have met all the requirements of the programme. Any results given to students during the year are provisional prior to ratification by the General Assembly of the School. Any extenuating circumstances submitted by students, such as ill-health, are considered by the Director of the programme and any action shall be further confirmed by the General Assembly of the School.
- 21.2 Examination papers are marked initially by subject lecturers. All marks, coursework and examinations are reported to and verified by the General Assembly of the School. The Director of the programme shall mandate a proposition to the General Assembly of the School that confirms the final results. Examination results are made available to students no later than 12 working days after confirmation by the School's General Assembly meeting.

22. Degree Classification

The award of the degree shall be calculated on the basis of the overall aggregate of the course marks weighted according to their credit value. The classification shall be determined as follows:

Distinction will be awarded if:

The weighted average mark across all courses and the dissertation is 8.50 or above

Merit will be awarded if:

The weighted average mark across all courses and the dissertation is between 6.50 – 8.49 inclusive.

Pass will be awarded if:

The weighted average mark across all courses and the dissertation is between 5.00 – 6.49 inclusive

Fail. A student fails to meet the requirements for the award of a degree if:

The average mark of any course or the dissertation is below 5.00 after one resit examination or assessment.

Certificates of Excellence:

Graduates who acquire a mark of 8,5 and above for their Degree will receive a Certificate of Excellence. In case all graduates acquire Degree marks of less than 8,5, during an academic year the graduate who acquires the highest mark in class will receive a Certificate of Excellence.

PART III: UNIVERSITY FACILITIES

IHU Library & Information Centre

Mission statement

The Library mission is to provide high quality services to all members of the IHU academic community (students, researchers, teaching staff, administration staff, etc.) and to support user access to specialised knowledge in their scientific fields. The Library collection consists of books, journals, reference material, subscriptions to online databases and electronic journals, both relating to the modules taught on the EMBA & Masters Courses and to the wider research and information needs of the Academic Community.

Library collection

The Library cares for the enrichment and administration of its collection and other resources, in order to meet the educational, research and/or other cultural needs of the university community. The Library is also responsible for the administration of these collections according to its regulations of operation, including the process of selecting, ordering and acquiring material. The selection of the appropriate printed materials as well as other resources is assisted by the members of the academic community of the University.

Members of staff are responsible for ordering and taking receipt of the material. This process includes checking proper receipt of copies ordered and the invoice prices. The incorporation of the material into the collection is completed with the inventory and registration in the automated catalogue. The work is performed by librarians specialised in the digitised cataloguing of materials.

The following international standards are implemented in the processing of Library materials:

- For cataloguing: the Anglo-American Cataloguing Rules (AACR)
- For electronic cataloguing: the rules of Machine Readable Cataloguing (MARC21)
- For classification: the Dewey Decimal Classification system
- For subject terms: the Library of Congress Subject Headings (LCSH)

The Library Collection comprises a wide range in terms of subject, of book titles and print journals relating to the courses offered at the University. Databases and electronic materials are also available to the user community, ensuring that their educational and research needs are covered.

Collection Management

The books are located in the main Library area, classified according to the Dewey Decimal Classification System. Subject signs are displayed on the shelves to assist users in their search.

All books are available for loan according to the loan regulations, with the exception of reference material (dictionaries, encyclopaedias, art books and student theses), which are placed on distinct bookshelves.

The journals are clearly visible in alphabetical order on special display shelving. The journals are available only for use in the Library area and are not for loan.

Electronic databases and all other electronic materials are available on site in the Library. The databases can be accessed only by the internal users of the Library using passwords and personal codes.

The print material is catalogued on the automated Library system SIERRA using the MARC21 format, the Anglo-American Cataloguing Rules and the Library of Congress Subject Headings.

All print material is searchable through the Library online catalogue (http://opac.seab.gr/*eng).

Donations

All donations are welcome. Acceptance is on the basis of assessment and valuation. The criteria taken into account in the assessment are:

- The importance and/or rarity of the material contained in the donation (or other special reason)
- The donated material's relevance to the development objectives of the Library
- The fitness of the gift
- Respective gaps in the Library collection
- Any need to supplement the number of copies available within the collection due to frequent use.

Users

Access to the Library and reading rooms is open to all the members of the academic community and, upon respective authorisation, to members of the public.

“Library User” is taken to mean anyone entering the Library and reading rooms for the purpose of using their materials and resources for educational and research purposes. In the case of high attendance, priority is given to the Members of the Library.

Members of the Library and reading rooms are members of the university community, including: a) students, b) graduate students, c) lecturers, d) invited lecturers, e) academic staff, f) administrative staff and g) invited researchers.

Other external users are permitted to visit the Library and use (study) the print material only within the area of the Library. External users are not allowed to borrow material or use the databases and electronic material.

Personal data of members is confidential. Only Library employees acting in their capacity as such and the administrator of the database of the automated Library system shall have access to this data, which shall not be disclosed to any third party.

An information and assistance service operates in the Library area.

User obligations

Users are required to abide by the regulations, comply with the recommendations of staff and respect other users of the areas of the Library and reading rooms.

Users must use with respect all books, documents and any other material they use inside or outside the Library space. They must not write on or damage materials belonging to the Library.

Users are fully responsible and accountable for the loss or destruction, in whole or in part, of any document or equipment, or for damage or wear of materials beyond that resulting from their normal use; users are required to compensate the value of any such loss, damage or wear. The amount of compensation is determined by decision of the competent services of the Library subject to the approval of the relevant supervisory authority.

Smoking and the consumption of food or drink is prohibited on the premises of the Library and reading rooms. The use of mobile phones and any other device the use of which, at the discretion of staff, involves annoyance to other users is also prohibited.

Members of staff have the right, at their own discretion, to prohibit objects which can cause damage to the material or which may give cause for suspicion of intended theft.

Animals (other than guide dogs) are not allowed into the Library.

Users must not put the books or journals they have used back on the shelves but should leave them on the desk designated for this purpose.

Borrowing


Terms of loans and renewals


All Library members have the right to borrow material.

The conditions under which a user may borrow material depends on the user category:

EMBA Students	up to 5 books for 35 days
Full-time and part-time Masters Students	up to 5 books for 5 or 15 days
Academic Staff	up to 5 books for 5, 15 or 35 days
Administration Staff	up to 3 books for 5 or 15 days
Alumni	up to 2 books for 5 or 15 days

The following signs on the book spine indicate:

 = 5 days loan

 = not for loan

 = reference material, not for loan

The material is inspected when borrowed and returned. In the case of damage or unjustified wear, a fine will be charged accordingly by the Library.

The loan period may be extended by users by contacting the Library staff.

Users can apply to reserve a book already out on loan. With the return of the book the interested user is notified by telephone or by email. The user who has the material on loan is required to return it within the time limits set by the automated Library programme and may not extend that period.

Electronic information services

The electronic resources are available locally on the University campus (Library area, PC Labs) or remotely via VPN instalment and the use of codes and passwords.

The Library staff can change the codes and passwords during the academic year in order to ensure the security of the codes. Users are always informed of such changes.

All users are obliged to sign the copyright agreement confirming that they will use databases for their own private purposes and that the codes and passwords will not be disclosed to any third party. In addition, users must affirm that the data they collect will be used only for academic purposes.

The Library website (<http://www.lib.ihu.edu.gr/>) provides information on all the services offered by the Library, such as electronic resources and a brief analysis of the same, bibliographic databases, electronic journals. Information about how to contact staff, hours of operation and a form by which to submit quick questions (Ask a librarian) are also available.

The IHU Library provides users with an interlibrary loan service allowing them to access material in other libraries, as defined by the decision of the supervisory authority. The material becomes subject to Interlibrary Loan provisions of this Regulation and to any other regulations imposed by the lending Library. The due date and overdue fees of the material borrowed are set by the lending Library.

Photocopying and digital reproduction

All Library users shall use the Library photocopy machine to cover only their needs as arising in the context of their studies.

If any item is not in good condition or there is a danger of suffering damage, it shall not be photocopied. Users are obliged to respect the legislation on the protection of intellectual property and copyright (up to 10% of the total number of pages of a single authored book is allowed).

Users are obliged to respect and comply with any license terms that the University has signed with third parties regarding the reproduction by any means of books (photocopying, photographing, electronic reproduction), the use of software and databases, and access conditions and use of such data.

User training

The acquisition of new sources, methods of information retrieval and the use of services provided require the proper training of Library Members so as to be in a position to fully benefit from Library resources and services. The Library operates an education service which is responsible for the organisation of appropriate training seminars.

Library working hours

The IHU Library & Information Centre is open throughout the year except during University holidays.

Opening hours: **Consult the library's website:**

<http://www.lib.ihu.edu.gr/index.php/the-library/working-hours>

Library Contact Details

T +30 2310 807560

library@ihu.edu.gr

ICT Services

Computer laboratories are available for student use and for teaching purposes on the University campus. The facilities provided are primarily PC-based computing and internet working, reflecting the mix of Information & Communication technologies (ICT) available in the business community. The main PC labs have PCs with Windows 10, connected to the University campus area network and to the Internet, which gives users access to electronic mail, conferencing facilities, and library, academic and business information worldwide. There is also wireless (WiFi) access to the University network covering the

entire campus, as well as universal access to/from other Universities through the global EduRoam network. An extensive range of software includes a variety of generic PC software such as word processing, spreadsheet and business graphics, as well as more specialized software such as statistical packages, software development frameworks, simulation packages, CAD software and business management software. The facilities, together with the Computer Support Service, are designed to provide full IT support for students, backed up with all the help and advice they may require.

Alumni Network

As an alumnus of IHU, you are invited to be a part of an active network that helps you to stay in touch with each other and feel part of the School after your graduation. The network is designed to facilitate your connections and to enhance global communication for both social and business opportunities.

Staying in contact with the IHU has a number of benefits, including:

- Individual career advising
- Lifelong support on career issues
- National and International networking opportunities
- Continued learning and career advising
- Access to online services
- Access to library resources
- Participation in various events including career fairs, reunions, social gatherings, symposiums and conferences

You become a member of the Alumni Network automatically upon graduation and membership is free of charge. Upon your graduation, you are eligible to become a member of “International Hellenic University Alumni” group at LinkedIn.

Alumni who decide to follow a second postgraduate programme of study at the IHU after the successful completion of their first programme at the IHU are granted a 20% fee discount.

We envisage that many alumni will maintain close links with the School and will be welcomed back to act as advisors or mentors, to work with us on recruitment both in Greece and abroad, providing invaluable help at University Fairs, and offering current students job briefings, mock interviews and advice on business research projects.

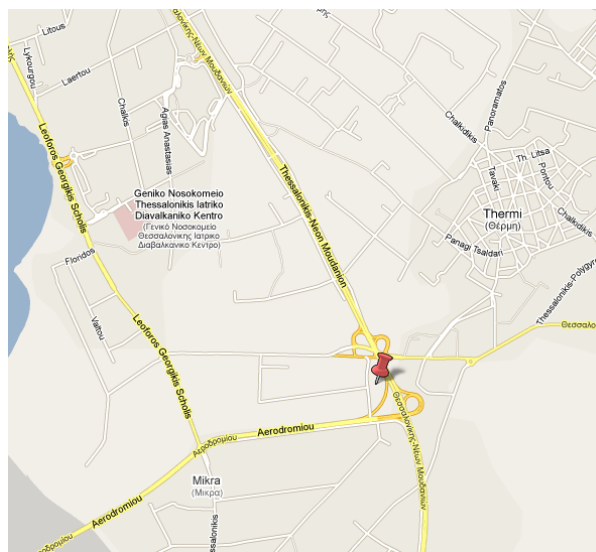
Contact Information

Address

School of Humanities, Social Sciences and Economics
14th km Thessaloniki – N. Moudania
57001 Thermi
Greece

Contact

Homepage www.ihu.gr/ucips
e-mail co-seba@ihu.edu.gr
Telephone +30 2310 807530, 523



School Staff Directory

Name	Position	Tel	e-mail
Academic Staff			
Dr Manolis Manoledakis	Dean, Professor		
Dr Korina Katsaliaki	Director of the Programme, Professor	+30 2310 807549	k.katsaliaki@ihu.edu.gr
Dr Stergios Leventis	Professor	+30 2310 807541	s.leventis@ihu.edu.gr
Dr Komninos Komnios	Associate Professor	+30 2310 807563	k.komnios@ihu.edu.gr
Dr Nikolaos Monokrousos	Associate Professor	+30 2310 807572	nmonokrousos@ihu.gr
Dr Stefanos Kordosis	Senior Lecturer	+30 2310 807570	s.kordosis@ihu.edu.gr
Dr Fragiskos Archontakis	Lecturer	+30 2310 807542	f.archontakis@ihu.edu.gr
Dr Antonis Chantziaras	Academic Associate		a.chantziaras@ihu.edu.gr
Dr Panagiota Galetsi	Academic Associate		p.galetsi@ihu.edu.gr
Dr Eleni Mentesidou	Academic Associate	+30 2310 807508	ementesidou@ihu.edu.gr
Dr Eirini Tsihla	Academic Associate		etsichla@ihu.edu.gr
Dr Ioannis Kroustalis	Academic Associate		kroustalis@ihu.edu.gr

Administrative Staff

Ms Angeliki Chalkia	Programme Manager	+30 2310 807526	a.chalkia@ihu.edu.gr
Mr Ioannis Giovanakis	Head of Secretariat	+30 2310 807591	i.giovanakis@ihu.edu.gr
Ms Anastasia Radisi	Course Officer	+30 2310 807530	a.radisi@ihu.edu.gr



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