INTERNATIONAL HELLENIC UNIVERSITY

Student Handbook
2023-2024

MSc in
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 nine (9) Schools and thirty-three (33) Departments and is located in Thessaloniki, Kavala, Serres, Drama, Katerini, Kilkis, Didymoteicho. 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 Management

Aims and Learning Outcomes

The International Hellenic University (IHU) MSc in Management programme is designed to offer recent graduates a thorough understanding of theory and practice in Management. The programme provides graduates with a key set of skills and the real-world knowledge crucial to achieving success in their chosen career.

Upon completion of the MSc in Management programme, students will gain:

- a thorough and comprehensive grasp of the principles and applications of key financial functions, together with enduring technical and conceptual skills

- a focus on strategic issues across various industry sectors

- a genuinely international, multicultural perspective with a global focus

- a highly flexible qualification suitable for a wide range of career openings in many sectors

- an appreciation of contemporary industry issues and challenges facing global financial institutions

- excellent opportunities for networking

The IHU MSc in Management programme promotes learning and teaching characterised by a diversity of resources and teaching styles and techniques which recognise 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' capacities for independent and self-motivated learning, problem-solving skills and some of the knowledge and skills which are common to employment in many 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 an equivalent 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.

Overall the International Hellenic University (IHU) MSc in Management programme offers a thorough understanding of the Management Science in theory and practice, providing graduates with highly qualifications suitable for a wide range of career opportunities in all industries.

Programme Structure

Full-time

The MSc in Management comprises of three academic semesters. It is taught mainly on weekdays over three teaching periods. The first two teaching periods (first semester) cover the core courses of the programme. In the third teaching period (second semester), students attend four elective courses. The fourth period (third semester) is taken up with work on the Dissertation or alternatively on 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 Core Curriculum and Electives

The MSc in Management core courses offer a thorough grounding in key functional areas within company and organisation and most importantly their critical interactions and their impact on the organisation. The core courses enable students to acquire practical concepts and skills directly relevant to their careers.

1. CORE COURSES

Semester	Teaching Period	Core Courses	Taught Hours	Credits
I	1	Accounting for Managers	30	6
I	1	Operations & Information Management	30	6
I	1	Management and Business Plan	30	6
I	1	Quantitative Methods and Data Analysis	30	6
I	2	Strategic and Digital Marketing	30	6
I	2	Human Resource Management	30	6
I	2	Strategy and Decision Making	30	6
I	2	Finance for Managers	30	6

2. ELECTIVE COURSES FOR MANAGEMENT

Students choose four courses 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.

Semester	Teaching Period	Elective Courses	Taught Hours	Credits
2	3	Corporate Governance	16	3
2	3	Business Ethics, Corporate Social Responsibility & Sustainability	16	3
2	3	Supply Chain Management	16	3
2	3	Innovation and Entrepreneurship	16	3
2	3	Project Management	16	3

2	3	Consumer Behaviour	16	3
2	3	Business Analytics	16	3
2	3	Destination and Event Management	16	3
2	3	Healthcare Management	16	3
2	3	Employment Relations	16	3
2	3	Contemporary Topics in Business	16	3

3. *DISSERTATION or CONSULTING PROJECT*

Semester	Period	Credits
3	4	30

Programme Timetable for full-time students

Period	Calendar	MSc Activities
1	23.10.2023-12.1.2024	Accounting for Managers, Operations & Information Management, Management and Business Plan, Quantitative Methods and Data Analysis Elective courses Presentation 5/12/2023 (5.15-6pm) Elective courses selection (11/12/2023-15/12/2023)
1	20.12.2023 – 08.1.2024	Reading / Holiday
1	15.01.2024-26.01.2024	Exams*
2	29.01.2024-29.03.2024	Strategy and Decision Making, Human Resource Management, Strategic and Digital Marketing, Finance for Managers
2	01.04.2024-14.04.2024	Reading/Holiday
2	15.04.2024-26.04.2024	Exams
2	13.05.2024	Consulting Project Debrief (5.30-6pm) Research Methodology Seminar (6-9.30pm) Dissertation or Consulting Project selection (13/05/2024-20/05/2024)
3	14.05.2024-14.06.2024	Elective 1, Elective 2, Elective 3, Elective 4 Dissertation/Consulting Project Proposal submission (14/06/2024)
3	17.06.2024-23.06.2024	Reading
3	24.06.2024-08.07.2024	Exams
3	15.07.2024-26.07.2024	Resit exams (1st and 2nd period) - Resit Coursework Submission (1st and 2nd period)
4	9.07.2024-15.12.2024	Dissertation/Consulting Project
4	September 2024	Resit Coursework Submission (3rd period) Resit exams (3rd period)
5	January 2025	Dissertation/Consulting Project Presentation

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

Part-time

The programme may also be followed in a part-time mode. The first year includes three teaching periods during which four core courses and two elective courses are offered. In the second year, students are taught over the three teaching periods the remaining four core courses and two more elective courses. During the second year there is a fourth period in which the Dissertation or alternatively the Consulting Project should be completed.

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

The Core Curriculum and Electives

YEAR 1

1. CORE COURSES

Semester	Teaching Period	Core Courses	Taught Hours	Credits
1	1	Management and Business Plan	30	6
1	1	Quantitative Methods and Data Analysis	30	6
1	2	Human Resource Management	30	6
1	2	Strategic and Digital Marketing	30	6

2. ELECTIVE COURSES

Students choose two courses 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.

Semester	Teaching Period	Elective Courses	Taught Hours	Credits
2	3	Corporate Governance	16	3
2	3	Business Ethics, Corporate Social Responsibility & Sustainability	16	3
2	3	Supply Chain Management	16	3
2	3	Innovation and Entrepreneurship	16	3
2	3	Project Management	16	3
2	3	Consumer Behaviour	16	3
2	3	Business Analytics	16	3
2	3	Destination and Event Management	16	3
2	3	Healthcare Management	16	3
2	3	Employment Relations	16	3
2	3	Contemporary Topics in Business	16	3

YEAR 2

3. CORE COURSES

Semester	Teaching Period	Core Courses	Taught Hours	Credits
1	1	Accounting for Managers	30	6

I	I	Operations & Information Management	30	6
I	2	Strategy and Decision Making	30	6
I	2	Finance for Managers	30	6

4. ELECTIVE COURSES

Students choose two courses 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.

Semester	Teaching Period	Elective Courses	Taught Hours	Credits
2	3	Corporate Governance	16	3
2	3	Business Ethics, Corporate Social Responsibility & Sustainability	16	3
2	3	Supply Chain Management	16	3
2	3	Innovation and Entrepreneurship	16	3
2	3	Project Management	16	3
2	3	Consumer Behaviour	16	3
2	3	Business Analytics	16	3
2	3	Destination and Event Management	16	3
2	3	Healthcare Management	16	3
2	3	Employment Relations	16	3
2	3	Contemporary Topics in Business	16	3

5. DISSERTATION or CONSULTING PROJECT

Semester	Period	Credits
3	4	30

International Hellenic University – School of Humanities, Social Sciences and Economics

Programme Timetable for part-time students

YEAR 1

Period	Calendar	MSc Activities
1	23.10.2023-12.1.2024	Management and Business Plan, Quantitative Methods and Data Analysis Elective courses Presentation 5/12/2023 (5.15-6pm) Elective courses selection (11/12/2023-15/12/2023)
1	20/12/2023 – 08/1/2024	Reading/Holiday
1	15.01.2024-26.01.2024	Exams*
2	29.01.2024-29.03.2024	Human Resource Management, Strategic and Digital Marketing
2	01.04.2024-14.04.2024	Reading/Holiday
2	15.04.2024-26.04.2024	Exams
3	14.05.2024-16.06.2024	Elective 1, Elective 2
3	17.06.2024-23.06.2024	Reading
3	24.06.2024-8.07.2024	Exams
3	15.07.2024-26.07.2024	Resit exams (1st and 2nd period) - Resit Coursework Submission (1st and 2nd period)
4	September 2024	Resit Coursework Submission (3rd period) Resit exams (3rd period)

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

* Exams start at 6pm, unless otherwise announced

YEAR 2

Period	Calendar	MSc Activities
1	Teaching term	Accounting for Managers, Operations & Information Management
1	Break	Coursework Submission / Reading
1	Assessment week	Exams
2	Teaching term	Strategy and Decision Making, Finance for Managers Consulting Project Debrief Research Methodology Seminar Dissertation/Consulting Project selection
2	Break	Coursework Submission / Reading
2	Assessment week	Exams

3	Teaching term	Elective 3, Elective 4 Dissertation/Consulting Project Proposal, Begin Dissertation/ Consulting Project
3	Break	Reading
3	Assessment week	Exams
3	Teaching term	(Resit 1st and 2nd period) Exams & Coursework Submission
4	Study	Dissertation OR Consulting Project
4	Assessment week	Dissertation/Consulting Project Presentation Resit coursework/exams (3rd period)

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 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 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 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 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.

The Consulting Project

During the second semester, students have the opportunity to participate in a consulting project in the place of the dissertation. Students, individually or in groups, undertake a real-life problem of a particular firm or organization, they analyse it and they 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 after the Elective Course Details.

Core Course Details

Accounting for Managers

Teaching Hours and Credit Allocation: 30 Hours, 6 Credits

Course Assessment: Coursework + Exam

Aims

This course aims to provide a broad understanding of the theory and practice of financial and management accounting, both for non-specialist students and as a foundation for further study in this area. The aims of the course are to introduce you to the principles underlying financial and management accounting and to enable you to apply and explain key accounting techniques.

Learning Outcomes

- Understand the principles and techniques of accounting
- Apply their knowledge of financial accounting to make effective interpretations of financial accounting data
- Apply their knowledge of management accounting to make effective interpretations of management accounting data
- Understand certain "key" areas of corporate finance such as time value of money, stock valuation, capital budgeting and the relationship between risk and return
- Apply their knowledge of financial economics to sound and rational capital budgeting and investment decisions
- Be confident in their ability to analyse and present accounting information
- Be aware of the importance of correct interpretation of financial data
- Be confident in performing and evaluating financial calculations
- Be confident in analysing and evaluating investment proposals using a variety of investment evaluation techniques.

Content

- The key principles of financial and management accounting
- Measuring and reporting financial performance
- Accounting for limited companies
- Measuring and reporting cash flows
- Analysis and interpretation of financial statements
- Cost-volume-profit analysis
- Budgeting
- Managing working capital

Reading

Weetman, P. (2019) *Financial and Management Accounting: An Introduction* Prentice Hall, Financial Times Management.

<u>Additional Reading</u>

Accounting:

Holmes, G., Sugden, A. and Gee, P.,(2005), Interpreting Company Reports and Accounts, 9th Edition, FT Prentice Hall

Atrill, P., McLaney, E. and Harvey, D. (2014), *Accounting: An Introduction*, 3rd Edition, FT Prentice Hall

Walker, J., (2011), Accounting in a Nutshell, Elsevier

Operations & Information Management

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

Aims

The aim of this course is to broaden and expand knowledge of the concepts and techniques required for the design, operation and control of business processes and the improvement of the organisation's effectiveness. The focus will thus be on 'how to' skills and applications. The value of an interdisciplinary approach to improving operational effectiveness will be highlighted.

Learning Outcomes

During the course students will:

• Develop knowledge of the issues related to designing and managing operations and the techniques to do so

• Develop an understanding of how operations can provide a competitive advantage in the marketplace

• Explain the concepts, processes and managerial skills needed to manage operations effectively

• Explain the role of operations, and their interaction with the other activities of a firm: marketing, finance, human resources, etc.

• Understand the power of the operations management approach to decision-making when applied to real management problems and be able to effectively interpret the results of consequent analyses

• Use a range of analytical tools, concepts and techniques required to solve business problems pertaining to the operation of a firm.

Content

• Operations Strategy
• Supply Chain Management
• Product and Process Design for goods and services
• Process Technology and Information Systems
• Demand Forecasting
• Capacity management and facility location
• Inventory management, JIT
• Resource Planning
• Job Design and Scheduling
• Productivity
• Total Quality Management

Reading

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

Slack, N., Brandon-Jones, A., & Burgess, N. (2022). Operations Management (10th edition). (10 ed.) Pearson.

Katsaliaki K., Galetsi P., Kumar S. (2022). Supply chain disruptions and resilience: A major review and future research agenda, *Annals of Operations Research*, 319, 965-1002.

Katsaliaki K. Kumar S., and Loulos V. (2024). Supply Chain Coopetition: A Review of Structures, Mechanisms and Dynamics, *International Journal of Production Economics*, 267, 109057

https://academic-accelerator.com/encyclopedia/operations-management

Management and Business Plan

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

Aims

The aim of this course is to provide an understanding of the opportunities and challenges facing organizations and how business executives can efficiently and effectively manage their organization and its operations. The course will aid you to develop an understanding of organisations and will examine the fundamental roles and processes of planning, organizing, leading and controlling that comprise the managers' role. The course provides not only concepts and theories but also some practical tools to help you develop your own potential as leaders and to embark on a life-long project of learning. You also learn to gather and structure information into a Business Plan, identify opportunities and manage resources.

Learning Outcomes

During the course students will:
• Understand the basic management functions and develop the capabilities required for undertaking managerial responsibilities and tasks
• Familiarize themselves with contemporary developments and practices of management and explore their application to different organizations and business contexts
• Gain the opportunity to analyze business problems and issues of managerial importance
• Be encouraged to think in a more holistic fashion about the company and appreciate the importance of team work in successful organizations
• Be exposed to the management principles that are essential for building long-term competitive differentiation and superior company performance.
• Develop the parts of a business plan

Content

- Understanding of the foundations of management and managerial decision making.
- Market and competitor analysis
- External and internal factors that influence the firm's operations, leading to a systematic SWOT analysis for the business unit
- Generation, evaluation and selection of appropriate business strategies
- Organization structure, organzational agility.
- Leadership and motivating for performance
- Managerial control and creating and leading change
- The key components of a Business Plan
- Business plan development

Reading

Barringer, B. R., Wood, M. B., & Levinson, J. C. (2014). *Preparing Effective Business Plans, bundled with Business Plan Pro CD*, 2nd edition

Bateman, T.S. and Snell, S. A. (2017), *Management: Leading and Collaborating in a Competitive World*, McGraw Hill, 12th edition

Blackwell, E. (2011). *How to Prepare a Business Plan: Create Your Strategy; Forecast Your Finances; Produce That Persuasive Plan*. Kogan Page Publishers, 5th edition

Curtis, V. (2014). *Creating a Business Plan for Dummies*. John Wiley & Sons. https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=1635361

Drucker, P. F. (2004). What makes an effective executive. *Harvard business review*, *82*(6).

Galetsi, P., Katsaliaki, K., & Kumar, S. (2022). Assessing technology innovation of mobile health apps for medical care providers. *IEEE Transactions on Engineering Management*.

Galetsi, P., Katsaliaki, K., & Kumar, S. (2023). Realizing Resilient Global Market Opportunities and Societal Benefits Through Innovative Digital Technologies in the Post COVID-19 Era: A Conceptual Framework and Critical Literature Review. *IEEE Transactions on Engineering Management*.

Griffin, M, (2015). *How to write a Business Plan: A step by step guide to create a plan that gets results*. American Management Association.

Robbins S. P., et al, (2020). *Fundamentals of Management*, 11th edition, Prentice Hall https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=5843852

Quantitative Methods and Data Analysis

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

Aims

The aim of this course is to introduce students to the most important statistical tools used in quantitative business analysis. 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 most importance to the business-decision maker.

Learning Outcomes

During this course, students will:

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

Content

- Presentation of statistical data and descriptive statistics
- Probability, random variables, expectation, and probability distributions
- Sampling and sampling distributions

- Estimation: point and interval
- Hypothesis testing
- Regression and correlation analysis
- Time series analysis and short-term   forecasting
- Use of industry-standard databases and software

Reading

Albright S.C., Winston W.L. and Zappe C. (2006), *Data Analysis and Decision Making with Microsoft(r) Excel*, International edition (with CD-ROM, InfoTrac, and Decision Tools and Statistic Tools Suite), 3rd edition, South-Western, Mason, Ohio.

Anderson, D. R., Sweeney. D. J., and Williams, T. A. (2005). *Essentials of Statistics for Business and Economics*, 4th ed. South-Western College Publishing,

Nikitidou, M., Archontakis, F., & Tagkalakis, A. (2021). Real estate development in the city of Athens during the financial crisis. *Journal of European Real Estate Research*, *14*(3), 401-420

Ovedovitz, A.C. (2000) *Business Statistics in Brief*, 1st ed. South-Western College Publishing,

Pelosi, M. K., and Sandifer, T. M. (2001). *Doing Statistics with Excel, Data, Inference, and Decision Making,* 2nd ed. Wiley,

Strategic & Digital Marketing

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

Aims

Marketing is one of the most fundamental elements in any business. The management of the marketing functions in successful companies involves a deep understanding of customer preferences, use of that knowledge in designing the right products or services for the target customers, and determining appropriate ways to communicate, capture, and deliver value. Firms routinely invest and deploy resources in the above marketing functions so as to achieve higher levels of customer satisfaction better than their competitors. With the rapid shift of advertising away from traditional media to online platforms, it is becoming increasingly important for marketers to be well-versed in digital marketing & analytics fundamentals. The aim of the course is to provide a detailed, applied perspective on the theory and practice of Traditional and Digital Marketing in the 21st century. These tasks will be examined and elaborated through case studies and workshops in the course.

Learning Outcomes

During 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 and defending marketing decisions in the context of realistic problem situations with incomplete information (case studies)
- Analyse customer behaviour and direct the appropriate resources for specific groups of customers
- Determine the right prices that offer value to the customer but also to the firm
- Understand the role of distributors and other intermediaries in the market and how to manage them.

- Understand how and why to use digital marketing
- Understand the major digital marketing channels - online advertising: Digital display, video, mobile, search engine, and social media
- Acquire hands-on knowledge of marketing analytics and decision making (workshops)
- Learn to develop, evaluate, and execute a comprehensive digital marketing strategy and plan
- Develop an effective mix of promotions and manage it in an effective and integrated way
- Learn how to measure digital marketing efforts

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
- Online Marketing
- Search engine optimization (SEO) and search engine marketing(SEM),
- Paid Online Advertisement
- Social Media Marketing, Mobile Advertising and Commerce
- User Generated Content Management and Marketing
- Business Analytics
- CRM Strategy in the Age of Big Data and Digital Advertising

Reading

Kotler P., and Armstrong G (2017). *Principles of Marketing,* Prentice Hall, Pearson Education Limited.

Miller, D., and Peterson, J.J., (2020). *Marketing Made Simple: A Step-by-step story brand guide for any business,* Harper Collins Leadership

Scott D. M. (2015). The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, 5th Edition, Wiley.

Heinze A. (2016). Digital and Social Media Marketing: A Results-Driven Approach by Aleksej, Routledge.

Alves, H., Fernandes, C., & Raposo, M. (2016). Social media marketing: a literature review and implications. Psychology & Marketing, 33(12), 1029-1038.

Voutsa, M. C., Tsichla, E., Hatzithomas, L., & Margariti, K. (2021). Examining consumer responses to YouTube ads through facial expressions and self-reports: the role of gender identity and emotional appeals. International Journal of Internet Marketing and Advertising, 15(4), 368-393.

Leung, F. F., Gu, F. F., & Palmatier, R. W. (2022). Online influencer marketing. Journal of the Academy of Marketing Science, 1-26.

Human Resource Management

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

Aims

The main aim of the course is to provide essential insights into contemporary and future Human Resource Management issues for all MSc in Management students, whether or not their career orientation lies in human resources. Accordingly, the emphasis in this course is away from the nitty-gritty of HRM techniques and on the general issues that confront all managers in any organisation: how to create competitive advantage using human resources, while maintaining the highest standards of best practice, ethics and achievement.

Learning Objectives:

During the course, students will:

- Understand the significant contribution of HRM in creating a competitive advantage

- Analyse 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

- 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

- Design of Jobs for the Future - Job analysis and job design, the effects of technology and competition on the design of jobs

- Equity and diversity in HRM - Different forms of discrimination, diversity in the workplace, immigration, demographic changes and labour markets

- Recruitment and selection - The competitive advantage of recruitment and selection, how HRM strategy influences recruitment and selection

- 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. While "international HRM" does not appear here as a separate topic, it will be considered throughout the course; the truly international composition of the class makes international HRM comparisons unavoidable and challenging.

Reading

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice*. Kogan Page Publishers.
Crawshaw, J., Davis, A., & Budhwar, P. (2020). Human resource management: Strategic and international perspectives. *Human Resource Management*, 1-560
Greer, C. R. (2021). *Strategic human resource management*. Pearson Custom Publishing.
Stone, R. J., Cox, A., & Gavin, M. (2020). *Human resource management*. John Wiley & Sons.
Verhulst, S. L., & DeCenzo, D. A. (2021). *Fundamentals of Human Resource Management*. John Wiley & Sons.
Wilton, N. (2020). An introduction to human resource Management. SAGE.

Strategy and Decision Making

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

Aims

Strategy and Decision Making 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 analyze and make strategical and operational decisions in the environment of a computer processed management simulation. The course will make it possible for students to:

- Appreciate the complexity of strategic decision making
- Develop strategic analysis skills (environment, industry and organisation)
- Comment on the strategy of an organisation and its competitive position
- Manage a firm, take decisions and see the outcomes of their decisions using a business simulation game

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

• be encouraged to take actions and evaluate the results and the impact on different parts of the organization and the environment that operates.

• understand the process through which business organizations can achieve strong advantage positions and enhanced performance outcomes

• gain understanding of how firms develop key resources and capabilities.

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

Rothaermel, F. T., (2020). *Strategic Management*. McGraw Hill; 5th edition (January 28, 2020)
David, F. R. (2021), *Strategic Management: Concepts and Cases*, 12th edition, Prentice Hall, 2015
Grant, R. M. (2021), *Contemporary Strategy Analysis,* 7th edition, Blackwell Publishing Ltd.
Johnson, G., Scholes, K. & Whiitington, R., Exploring. Corporate Strategy, 11th edition, Prentice Hall,

Finance for Managers

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

Aims

The aim of this module is to provide the students a basic understanding of the foundations of modern finance theory. Both theoretical and practical topics are covered in the context of this module that aims at enhancing the skills of the financial manager. This will be achieved through the development of a common vocabulary and a set of tools that will assist students in gaining a basic understanding of what the modern finance theory consists of and it will lay the foundations for more specific topics that follow.

Learning Outcomes

During this module, students will:

- 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 the principles of risk in capital markets;

Knowledge and Understanding

- Support decision making with regard to investments and capital expenditure analysis, including how they should be financed and structured;
- Familiarise themselves with the fundamental principles of finance theory;
- Understand the concepts and principles of risk and return;
- Understand basic financial concepts, computational methods, and techniques of financial analysis;
- Understand the principles of portfolio theory and asset pricing;

Skills

- Apply financial and investment decision criteria in a variety of business cases;
- Utilize valuation concepts as applied to shares and bonds;
- Assist decision making with regard to investment and capital expenditure problems;
- Use models and their applications in relation to investment and business decisions

Content

The module aims to develop practical skills and this requires substantial time in practising with problems, exercises, quizzes and other such learning drills.

- Understanding financial markets and institutions
- Agency Problems and Corporate Governance
- The time value of money
- The valuation and characteristics of bonds
- The valuation and characteristics of stocks
- Term Structure of Interest Rates
- Investment Decision Rules
- Portfolio Theory
- Estimating risk and return
- Calculating the cost of capital
- Estimating cash flows on capital budgeting
- Capital budgeting techniques
- Capital Asset Pricing Model
- Contemporary issues in Finance

Reading

Brealey R. A., Myers S. C., & Allen F. (2020). *Principles of corporate finance*. (13th Ed.). McGraw-Hill Education.

Mishkin F. S., & Eakins S. (2018). *Financial markets and institutions*. (9th Ed.). Pearson Education.

Additional Reading – Academic Papers

Abdelsalam O., Chantziaras A., Batten J. A., & Aysan A. F. (2021). Major shareholders' trust and market risk: Substituting weak institutions with trust. *Journal of Corporate Finance, 66*, 101784. http://doi.org/10.1016/j.jcorpfin.2020.101784.

Alexakis C., Chantziaras A., Economou F., Eleftheriou K., & Grose C. (2023). Animal Behavior in Capital Markets: Herding formation dynamics, trading volume, and the role of COVID-19 pandemic. *The North American Journal of Economics and Finance, 67*, 101946. http://doi.org/10.1016/j.najef.2023.101946.

Elective Course Details

Business Analytics

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

Aims

Business analytics refers to the ways in which enterprises such as businesses, non-profits, and governments can use data to gain insights and make better decisions. Business analytics is applied in operations, marketing, finance, and strategic planning among other functions. The ability to use data effectively to drive rapid, precise and profitable decisions has been a critical strategic advantage for many big companies so far. With the increasing availability of broad and deep sources of information — so-called "Big Data" — business analytics are becoming an even more critical capability for enterprises of all types and all sizes.

Learning Outcomes

During the course students will be able to:

- Understand the scope of data science and the role/function of data scientists
- Identify different types of data that are relevant in business environments
- Evaluate, and capture business analytic opportunities that create value
- Learn basic analytic methods and analyze case studies on organizations that successfully deployed these techniques
- Know which data science solutions can address specific types of business problems
- Acquire hands-on experience in analytics tools
- Understand challenges and opportunity in the data-driven economy

Content

- Introduction to the definitions of data science and business analytics
- Exposure to Big/smart/open/linked/meta/reference/master data
- The data value chain
- Case studies of analytics in the business context for operations, marketing, finance, and strategy planning
- Business problems and solutions
- Google Analytics tool
- Data-driven economy

Reading

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

https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=4040045

Bart Baesens (2018*). Profit Driven Business Analytics: A Practitioner's Guide to Transforming Big Data into Added Value.* Wiley and SAS Business Series

Chapman, C., & Feit, E. M. (2019). *R for marketing research and analytics* (Vol. 67). New York, NY: Springer.

https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=5742519

Davenport, T. H. (2013). *Enterprise analytics: Optimize performance, process, and decisions through big data*, Pearson Education.

Davenport, T. H. (2006). Competing on analytics, *Harvard Business review*, (84)1, pp. 98

Fawcett, T., & Provost, F. (2013). *Data Science for Business*. O'Reilly.

Galetsi, P., Katsaliaki, K., & Kumar, S. (2019). Values, challenges and future directions of big data analytics in healthcare: A systematic review. *Social science & medicine*, *241*, 112533.

Galetsi, P., Katsaliaki, K., & Kumar, S. (2020). Big data analytics in health sector: Theoretical framework, techniques and prospects. *International Journal of Information Management*, *50*, 206-216.

Galetsi, P., Katsaliaki, K., Kumar, S., & Ferguson, M. (2023). What affects consumer behavior in mobile health professional diagnosis applications. *Decision Sciences*, *54*(3), 315-333.

Galetsi, P., Katsaliaki, K., & Kumar, S. (2022). The medical and societal impact of big data analytics and artificial intelligence applications in combating pandemics: A review focused on Covid-19. *Social Science & Medicine*, *301*, 114973.

Inge, C. (2022). *Marketing metrics: leverage analytics and data to optimize marketing strategies*. Kogan Page. https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=7076570

Kimball, R., & Ross, M. (2019). The Data Warehouse Toolkit: The Definitive Guide to Dimensional Modeling, Ed. Wiley https://ebookcentral.proquest.com/lib/ihugr-ebooks/detail.action?docID=1313513

Whigham, D.(2010). Business Data Analysis, Oxford University Press.

Corporate Governance

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits

Course Assessment: Coursework + Exam

Aims

The aim of the course is to enable students to acquire knowledge of corporate governance, and its practical relevance to national and multinational organisations. As well as the role and function of boards of directors, the course examines the work of external and internal auditors, audit committees and stakeholder theory.

Learning Outcomes

During the course the participants will gain:

- An understanding of the range of corporate governance theories and practices

- A full understanding of the current issues in corporate governance

- An understanding of the role of Corporate Boards, board committees and Non-Executive Directors (NEDs) in the governance of organisations

- An understanding of Corporate Social Responsibility

- An understanding of the structures and policies necessary for effective corporate governance

- In-depth knowledge and understanding of corporate governance sufficient to give advice on these issues to senior management.

Reading

Solomon, J. (2020). *Corporate Governance and Accountability*, 3rd edition, John Wiley and Sons Publishers

Chamber, A. (2010). *Corporate Governance Handbook Lexis-Nexis*, 4th edition, Tottel Publishing

Tricker, B & Tricker, R. I. (2019). *Corporate governance: Principles, policies, and practices*. Oxford University Press, USA.

Monks, R. A., & Minow, N. (2011). *Corporate governance*. John Wiley & Sons.

Business Ethics, Corporate Social Responsibility & Sustainability

Teaching Hours and Credit Allocation: 16 Hours, 3 Credits

Course Assessment: Coursework + Exam

Aims

This course examines ethical issues in the context of business theory and practice as well as the nature, history and current status of social and environmental responsibility. The most important aim is to examine thoughtfully ideas and perspectives in the field of business ethics and extend these ideas/perspectives to administrative practice and decision making. It also places social responsibility in the broader context of corporate governance and students will be exposed to the many debates on this area that date back several thousand years.

Learning Outcomes

During the course the participants will have the ability to evaluate issues related to:

- The importance of social and environmental responsibility

- The place of social issues in corporate management

- How a company can have an ethical stance

- The pressures on companies to become more ethical

- Identifying and resolving ethical dilemmas

- Make effective judgements of the value of social and environmental responsibility
- Current issues companies are facing
- Putting ethics into practice in firms.

Content

- Issues of Social and environmental responsibility
- Ethics and business
- Justice and economics systems
- Corporations and morality
- Safety, risk and environmental protection
- Marketing, truth and advertising
- Information technology, ethics and business
- Workers' rights and duties within the firm
- Accounting, finance, corporate restructuring and ethical investing
- Moral issues in international business

Reading

Sherwood M. W., & Pollard J. (2018). *Responsible investing: An introduction to environmental, social, and governance investments*. Routledge.
Baker K., & Nofsinger J. R. (2012). *Socially responsible finance and investing: Financial institutions, corporations, investors, and activists*. JohnWiley & Sons, Inc.
Hopkins M. (2016). *CSR and sustainability: From the margins to the mainstream*. Routledge.
Crane A., & Matten D. (2016). *Business ethics: Managing corporate citizenship and sustainability in the age of globalization*. (4th ed.). Oxford University Press.
Chantziaras A., Dedoulis E., Grougiou V., & Leventis S. (2021). The impact of labor unionization on CSR reporting. *Sustainability Accounting, Management and Policy Journal, 12*(2), 437-466. http://doi.org/10.1108/SAMPJ-06-2020-0212.
Chantziaras A., Dedoulis E., Grougiou V., & Leventis S. (2020). The impact of religiosity and corruption on CSR reporting: The case of U.S. banks. *Journal of Business Research, 109*, 362-374. http://doi.org/10.1016/j.jbusres.2019.12.025.

Supply Chain Management

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

Aims

This course aims to broaden students' knowledge of the core and specialised areas of supply chain management. It focuses on the strategic and operational processes of the entire network of business that transform inputs (e.g., raw materials and information) into value-added finished products and services for end customers. It examines current developments in the fields of purchasing, logistics and demand-supply balancing of local and global multi-echelon supply chains and acquaints students with key techniques for tackling related issues.

Learning Outcomes

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

- Investigate and describe the structure and operation of a given supply chain

- Synthesise the fundamental dimensions of managing supplier relationships and the need for harmonising partners' diverse strategic intents

- Evaluate the impact of supply chain decisions, including cost, quality and environmental considerations

- Understand the issues associated with demand-supply uncertainties, inventory control and distribution policies across the supply chain
- Develop comprehensive strategies for successfully exploiting global supply chains by carefully co-ordinating business processes and controlling internal and external resources
- Implement the use of advanced technologies in manufacturing and services across global supply chain elements
- Demonstrate analytical and numerical skills
- Demonstrate written and oral communication skills
- Conduct academic and business research into SCM in practice.

Content

The course covers the following topics:
- The scope, operation and behaviour of supply chains
- Strategic choices in the supply chain: integration, scale, location, outsourcing.
- Quality assurance
- Purchasing operations; procurement: management of outsourcing; contracts
- Distribution Networks
- Transport, warehousing and retailing operations
- Forecasting; scheduling techniques; resource planning techniques.
- Supply chain modelling and inventory management
- E-commerce and Information technology for SCM
- Financial evaluation of supply chain decisions; pricing and revenue Management in the supply chain
- Supply chain performance and customer value.

Reading

Chopra S. & Meindl P. (2010). *Supply Chain Management: Strategy, Planning and Operation*. 3rd Edition, Prentice-Hall, Inc.

Katsaliaki K., Galetsi P., Kumar S. (2022). Supply chain disruptions and resilience: A major review and future research agenda, *Annals of Operations Research*, 319, 965-1002.

Katsaliaki K. Kumar S., and Loulos V. (2024). Supply Chain Coopetition: A Review of Structures, Mechanisms and Dynamics, *International Journal of Production Economics*, 267, 109057

https://academic-accelerator.com/encyclopedia/operations-management

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

Simchi-Levy, D. (2008). *Designing And Managing The Supply Chain*, 2nd ed. McGraw Hill/Irwin

Slack, N., Brandon-Jones, A., & Burgess, N. (2022). *Operations Management* (10th edition). (10 ed.) Pearson.

Innovation and Entrepreneurship

Teaching Hours and Credit Allocation:	16 Hours, 3 Credits
Course Assessment:	Coursework submission (50%) and coursework presentation (50%)

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. Focusing on this entrepreneurial domain, this course complements other elective courses that address the administrative and analytical domains of managerial behaviour. It provides a solid foundation in the fundamentals of entrepreneurship for those planning to take entrepreneurship electives and who hope to run an entrepreneurial venture at some point in their careers. 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:
- Recognise and evaluate business opportunities
- Intellectual Property
- Market new products in entrepreneurial settings
- Value a company and raise equity
- Influence stakeholders (investors, customers, employees)

Content

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

Reading

Melissa Schilling, M. (2023), Strategic Management of Technological Innovation (7th Edition)
Baron, R.A. and Scott, A.S. (2007) Entrepreneurship: A Process Perspective, 1st edition, South-Western College Pub

Project Management

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

Aims

Today's competitive business environment is pushing companies towards a greater emphasis on innovation of product and processes. Project management offers a highly-structured approach to managing change effectively and is capable of being adapted to fit a diverse range of applications. Managing projects is a highly complex job. If today's project leaders are to cope with complex projects, they need to think of themselves as change agents – aspiring individuals who implement change by gaining the commitment and action of key people both inside and outside their organisation.

Through the acquisition of a range of tools and techniques, this elective will aim 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.

The objectives are:

• To learn the responsibilities and essential tools and techniques required to successfully plan, manage, control and evaluate any major project in a complex environment.

• To 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

Upon completion of this 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

Horine, G. (2022). Project Management Absolute beginner's guide. Que Publishing

Kerzner H (2017). Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 12nd Edition, John Wiley & Sons, New York.

Synthesis Lectures on Engineering : Project Management for Engineering Design
https://ebookcentral.proquest.com/lib/ihugr-ebooks/reader.action?docID=880982

Consumer Behaviour

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

Aims

Understanding consumers is the cornerstone of the marketing concept and the course draws on different disciplines within social science such as psychology and sociology to explore how and why consumers behave in an international context. The students will also gain first-hand experience of researching consumers within the SEE and EU through their project work.

Learning Outcomes

- Understand different types of benefits a customer can bring to the firm
- Learn the analytic tools to derive the potential return on investment for each customer opportunity
- Learn to quantify and communicate buyer benefits to the customer
- Understand and manage the customer decision-making process

Content

- Perception, sensory thresholds, perceptual selection, learning, motivation, psychoanalytical perspective, means-end chain modelling
- Values, involvement, attitudes and attitude change, the source versus the message
- The self, gender roles, body image
- Individual decision making, shopping, buying, evaluating and disposing
- Group influences, word of mouth and opinion leadership
- Income and social class, status symbols, age subcultures, euroconsumers
- Culture and consumption and cultural change processes, environmentalism, postmodernism.

Reading

Solomon M., Bamossy G., Askegaard S. and Hogg M. (2018). *Consumer Behaviour: A European Perspective*, Pearson Education, London

Destination and Event 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 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 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 completion of the course participants will be able to:

- Identify and critically appraise the main componnts of a destination development and event management plan.

- Analyse and evaluate critical problems in the sphere of destination development and event management and propose appropriate development options to respond to these critical issues.
- Demonstrate knowledge of the basic principles and practice of destination/event marketing and their application to the strategic management of a destination/event, as well as be aware of the process of event development and the associated impacts.

Content
- The principles of event management
- The principles of destination management

Reading
World Tourism Organization (2007) *A Practical Guide to Tourism Destination Management* ISBN: 978-92-844-1243-3
Richards, G. and Palmer, R., (2012). *Eventful cities*. Routledge.
Getz, D. (2008). *Event tourism: Definition, evolution, and research. Tourism Management* 29, 403–428

Healthcare Management

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

Aims
The course aims to aid students to understand the basic structure of the Healthcare industry and the way in which the managerial functions are applied to and implemented within it. It also aims to underline the role of various stakeholders involved and thus the decision-making process, while point to the importance of specialized services and techniques assuring that high quality will be ensured.

Learning Outcomes
On completion of the course participants will be able to:
- Understand the basic structure of the healthcare sector and its particular nature
- Understand and apply the basic functions of Management in the Healthcare sector
- Be aware of different stakeholders involved in the Healthcare sector and their role and functions within it
- Comprehend the basic principles and concepts associated with high quality services, safety and hygiene
- Develop negotiation skills with stakeholders in the Healthcare sector
- Understand the techniques of formulating and implementing effective strategies and appropriate financial management within the Healthcare sector

Content
- Principles and functions of Management in the Healthcare sector
- Healthcare systems
- Stakeholders engaged in the Healthcare sector
- E-Health: Business modes and impact
- Healthcare entrepreneurship
- Marketing of the Healthcare sector
- Strategic systems in the Healthcare sector
- Comparative Healthcare systems
- Management and Economics of Pharmaceutical and Biotechnology Industries
- Health Policy: Health care reform and the Future of the Health system

- Financial Management of Health institutions

Reading

Buchbinder S.B., Shanks N.H. (2021). *Introduction to Health Care Management*, Jones & Bartlett Learning; 4th edition, Jones & Bartlett Learning

Katsaliaki K. and Kumar S. (2022). The Past, Present and Future of the Healthcare Delivery System through Digitalization, *IEEE Engineering Management Review*, 50, 4, pp. 21-33

Galetsi P. Katsaliaki K. and Kumar S. (2019). Values, Challenges and Future Directions of Big Data Analytics in Healthcare: A Systematic Review. *Social Sciences & Medicine*, 241, 112533.

Kalavrezou, N., & Jin, H. (2021). Health Care Reform in Greece: Progress and reform priorities. *International Monetary Fund.*

Employment Relations

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

Aims

This course is addressed to those students who wish to enhance their knowledge in the area of Human Resource Management and in particular on employment relationships and dynamics within the workplace. Among others, the course focuses on employment relationships, the conflict that might emerge within organizations, the impact of globalization on employee relationships, international and diverse work environments, the dynamics that shape the new employment contract.

Learning outcomes

On completion of the course participants will be able to:

- Comprehend the basic principles of human resource management with an emphasis on the relationship between top management and employees
- Understand the basic employee relations and how these are shaped within the global environment
- Understand basic demographic, economic, technological and social factors and the trends shaped in the market
- Understand and apply basic performance evaluation indicators
- Manage and handle conflict in the workplace
- Develop negotiation and communication skills
- Understand the process of hiring and promotion within the work environment
- Balance work and family life more effectively

Content

- Employee relations and the employment relationship
- Globalization, multinational corporations and employee relations
- Demography, labour force and market characteristics and trends
- Trade unions
- Resolving conflict within the workplace and managing employee relations
- Employee relations processes and procedures
- The new employment contract
- Flexibility in the workplace

- Absenteeism
- Balancing family and work life

Reading

Rose E. (2008). *Employment Relations,* Pearson Education, 3rd edition

Barrett R. (2015) Small firm training: just meeting the day-to-day needs of the business, *Employee Relations*, 37(5): 547 – 567

Cooper R., Baird M. (2015) Bringing the "right to request" flexible working arrangements to life: from policies to practices, *Employee Relations*, 37(5): 568 – 581

Park R. (2015) Employee participation and outcomes: organizational strategy does matter, *Employee Relations*, 37(5): 604 – 622

Contemporary Topics in Business

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 business-related topic and familiarize students with contemporary issues and trends on management. 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 business world such as bioeconomy, agribusiness, banking, the energy sector and many more. The course will aid students to develop an understanding of contemporary issues and trends related to business and management and how the external environment affects industries, 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

Content

• Understanding of the main concepts of a business-related topic which has become important in the fast-changing business world
• Analysis of its business issues of managerial importance
• External and internal factors that influence business units
• Evaluation of the contemporary topic and its effect on the business world
• Development of response strategies related to the topic

Reading

Academic Journals and Industry reports

The Dissertation

Credit Allocation: 30 Credits
Course Assessment: Written report of approximately 10,000 words + presentation

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 Associates.

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.

The Dissertation must be submitted in the approved format. The Dissertation is due to be submitted by **15 December 2024**. Extension beyond this dead-line 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 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.

The Consulting Project

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

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

Aims

In the framework of the MSc in 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 consultant
- Gain exposure to a variety of processes and interventions involved in 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

De Vaus, D., & de Vaus, D. (2013), Surveys in social research. Routledge.

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

Curtis, V. (2014), Creating a Business Plan for Dummies. John Wiley & Sons.

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.

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 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 instalments for full-time students and in four instalments 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 October 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 or the Consulting Project).

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, through Zoom software, with the use of a camera and a microphone. 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/information or Artificial Intelligence (AI)."

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 Management degree, a student must acquire a total of 90 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	
Core Courses			**C/W**	**Exam**
Accounting for Managers	30	6	30%	70%
Operations & Information Management	30	6	30%	70%
Management and Business Plan	30	6	30%	70%
Quantitative Methods and Data Analysis	30	6	30%	70%
Strategic and Digital Marketing	30	6	30%	70%
Human Resource Management	30	6	30%	70%
Strategy and Decision Making	30	6	30%	70%
Finance for Managers	30	6	30%	70%
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 / Consulting Project				
Dissertation thesis or Consulting Project report		**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 Zemplinerova, 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 Zemplinerova, 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 site 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.

<u>Tip</u>: *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, diagrammes, 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 2024** (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 2024** (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 2024** (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 2024** (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 2024**. 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 / Consulting Projects are:

- Dissertations / Consulting Projects 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

22.1   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:

<u>Distinction</u> will be awarded if:

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

<u>Merit</u> will be awarded if:

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

<u>Pass</u> will be awarded if:

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

<u>Fail</u>. 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.

<u>Certificates of Excellence:</u>

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:

O = 5 days loan
O = not for loan
O = 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 and 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 internetworking, 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.

Careers Office

The Careers Office is one of the most active, dynamic and forward looking departments of the International Hellenic University. Its role is to actively engage students in exploring and pursuing their career aspirations by providing a wide range of career - related services.

Mission of the Careers Office

The Careers Office is committed to providing professional guidance, resources and access to employment opportunities to a diverse body of students and alumni. The office has adopted a student-centred philosophy according to which each student receives individual support for every career concern.

Webpages

➢ Visit the Careers Office website at https://ecs.ihu.edu.gr/ and find out more about the services offered.

➢ Visit the Business Gateway portal at www.ihu.edu.gr/gateway and have access to employment and internship opportunities from the global job market.

Contact us

We welcome your questions regarding your career planning and your career opportunities. An IHU Careers Officer will respond to your inquiry as soon as possible. Please direct your inquiries to careers@ihu.edu.gr or give us a call.

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.
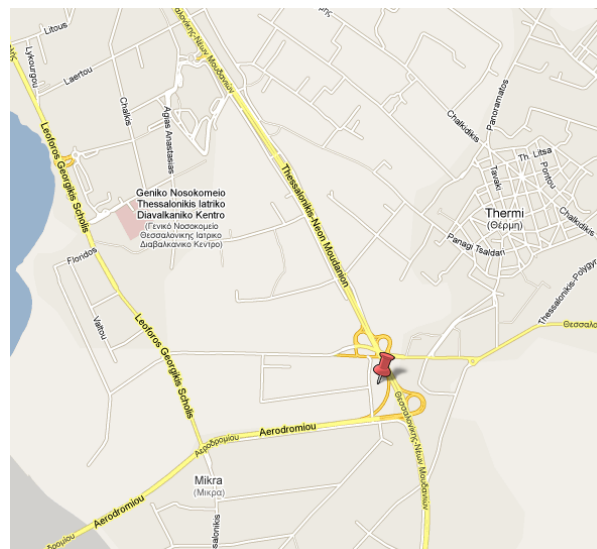
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Contact

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