



Prospectus

ACADEMIC YEAR
2024/25

Nicosia / Limassol

cim.ac.cy

Global Partnership



#1 British University

in Cyprus



The following programs are offered currently in Nicosia & Limassol through a franchise arrangement:

1. BA (Hons) Business Studies with Marketing (3 Years)
2. BA (Hons) Accounting & Finance (3 Years)
3. LLB (Hons) Law (3 Years)
4. MSc. Digital Marketing (12 Months FT/24 Months PT)
5. MA Luxury Hospitality Management (12 Months FT / 24 Months PT)



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01

Welcome

Welcome to CIM-Cyprus Business School

CIM-Cyprus Business School was established in 1978 in Nicosia. As The Cyprus Institute of Marketing and has been operating also in Limassol since 1984. Originally set up to promote the science of Marketing in Cyprus and abroad, during the last 45 year CIM-Cyprus Business School has evolved into an all-round Business School, offering an array of programmes at both Undergraduate as well as Postgraduate level – from Marketing, Business, to Accounting and Finance, Shipping, and Human Resource Management, Law, Hospitality Management and other.

Over the years, CIM-Cyprus Business School has provided the opportunity to more than 10,000 students to acquire acclaimed qualifications and fulfil their aspirations. A lot of our students are individuals who had missed out, for one reason or another, on the opportunity to study after graduating from secondary school, yet who always had the desire to pursue learning, gain further knowledge and qualifications, and advance their careers.

Though CIM serves students of all ages and all walks of life, we still offer evening classes exclusively – in order to cater for the needs of working individuals. We still put emphasis on combining theory and practice and remain committed to offering the best and most accessible education at the most affordable fees.

Vision

To be a leading Business School that enhances knowledge and nurtures future business leaders.

Mission

To develop and deliver the best and most up-to-date educational programmes, at affordable prices and in a learning environment that makes it possible for the business education of aspiring individuals. We aim to enable our students, staff and faculty to discover their true talent and reach their utmost potential.

Foreword

by the Founder



Prof. Theo Hadjiyannis
BSc., MSc., F.CIM, F.C.M.A.

It is a great pleasure for me to write this Foreword for our latest prospectus.

Some people say that business today does not offer the same opportunities as it did before. They cite high taxes, government intervention, increasing competition, economic erosion caused by inflation, and, of course, the recent Covid-19 pandemic.

We at CIM believe firmly that opportunities abound as never before. They are for people who have ambition and who can respond to the challenges of the times. All the reasons cited by pessimists for the dearth of business opportunities in fact provide opportunities for people whose personal executive skills have been honed to their sharpest edge.

Opportunity offers itself to persons with a strong will for action, vision and, above all, the right education and training, which we believe we can offer you during your studies here.

Working under the systematic guidance and ethic imposed by the Business School's programmes, you will multiply your effectiveness as a business manager many times over. Your personal value to your company and in the marketplace will rise substantially.

We are ever-demanding in terms of study and academic performance. As a matter of fact, all courses require hard work and continuous effort. Our lecturers and tutors aim at stimulating students' minds and constantly direct them towards practical solutions to problems pointing out the limitations.

We believe that CIM can make a significant contribution towards your efforts in acquiring the business training you need to secure the future you want.

Taking this opportunity, I would like to thank all the students for their support and devotion to the Business School.

Needless to say, our success would not have been possible had it not been for the enormous contribution of all members of staff, who demonstrate great enthusiasm and a strong work ethic that ensures that the noble goals of the Business School are fulfilled.

Foreword

by the President of
the Advisory Board



Mr Marios Kapiris
BSc., MSc.

CIM-Cyprus Business School was established in 1978 to promote the science of marketing in Cyprus. Since then, and 45 years later, CIM's graduates hold top managerial positions across Cyprus and Europe more broadly.

Through rigorous and challenging programmes developed over the years, and through offering affordable fees, CIM has focused on creating value in education. CIM is recognised as a major educational centre for the development and promotion of marketing in the most practical, effective and efficient way.

Over the last decade, the Business School has stretched its educational horizon to offer world-class British programmes in collaboration with the University of West London.

Under the current unprecedented economic and public health conditions, many are faced with an uncertain and very competitive job environment. Education and knowledge are the only secured shields to job continuity, and the most valuable safeguard for a successful future career.

CIM, with its 43 years of continuous successful operation, provides students with valuable educational choices and opportunities. Building on our successful record of combining theory and

practice, and drawing on our faculty's experience and expertise, we will continue to be the leading business school in Cyprus. We continuously invest in our premises, in technology, and in training and nurturing our staff and faculty, and we are proud members and partners of world-renowned associations and universities.

We are especially proud of our extensive and robust network of Strategic Partners. CIM has now twenty strategic partners – local and global leaders in their respective fields – who are as committed as we are in serving the market in Cyprus through educating future leaders.

At CIM, we set high ambitions and unique goals for the future. Join us now, and become part of our success.

University of West London

Top modern* university in London

The Guardian University Guide 2024

*Modern universities are defined as higher education institutions that were granted university status in, and subsequent to, 1992

The University of West London (UWL) is a British University with a heritage of over 150 years in teaching and professional education.

In 2021, UWL was announced as 'University of the Year for Student Experience' by The Times and Sunday Times Good University Guide 2021. It was also named top university in London for student satisfaction by the Complete University Guide 2021.

In June 2017, UWL was awarded Silver in the first Teaching Excellence Framework (TEF), recognising its strategic and innovative approach to curriculum and teaching expertise, and its focus on a positive student experience. The success of UWL has been underpinned by dynamic growth following major investment of up to £150m across its three campus sites.

CIM-Cyprus Business School is Institutionally Approved by the University of West London as the exclusive partner for Cyprus since 2011.

The following programs are offered currently in Nicosia & Limassol through a franchise arrangement:

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2. BA (Hons) Accounting & Finance (3 Years)
3. LLB (Hons) Law (3 Years)
4. MSc. Digital Marketing (12 Months FT/24 Months PT)
5. MA Luxury Hospitality Management (12 Months FT / 24 Months PT)





GlaxoSmithKline

UNIVERSITY OF
WEST LONDON

02

Our Strategic Partners,
Erasmus Partners &
Memberships

Strategic Partners

CIM is proud to have partnered up with local and global leaders of the Cypriot industry. Our partnership with these top companies involves the following:

- Exclusive guest lecturing for CIM students
- Other forms of transfer of knowledge to students/lecturers
- Partner-sponsored awards for top-performing CIM students
- Exclusive internships and job opportunities
- Consulting projects for CIM students at partner organisation
- Joint CSR projects
- Scholarships for employees of Strategic Partners
- Workshops

Bank of Cyprus



cablenet



αλφάμεγα

Gan Direct.



CYFIELD

Remedica
FOR A HEALTHIER WORLD

TBWA\Entelia

UNICARS
Driving your stories.



Chrysostomides
Advocates & Legal Consultants

ELIAS
NEOCLEOUS
& Co LLC

LOUIS HOTELS

VHP HADJIPANAYIS



MUFG
Investor Services

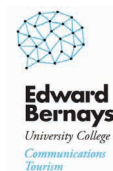
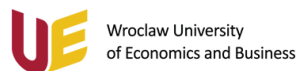
MetLife

ENERGAME
GROWTH MANAGEMENT

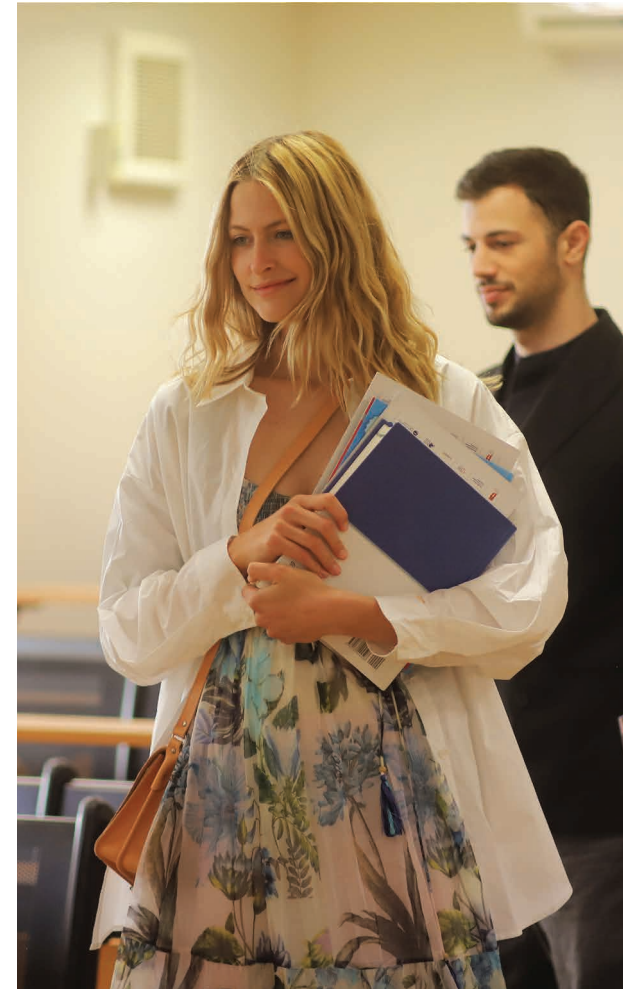




Erasmus Partners



Memberships



03

Premises & Facilities

The Premises of the Business School

CIM operates two campuses: a campus in Nicosia, established in 1978, and a campus in Limassol, in operation since 1984. The privately-owned, purpose-built Nicosia Campus is located on Zannettos street, opposite the British High Commissioner's residence, in the leafy area of Ayios Andreas. It is only a 5 minute walk to the Parliament, the Municipal Theatre, the Archaeological Museum, and a 10 minute walk to the city centre with its bustling modern shopping centres as well as traditional shops, bars and taverns.

In 2013, the Business School in Limassol moved to its new, state-of-the-art premises, located in the centre of Limassol, near Tsirion football stadium and only a minute away from the main highway, providing easy access to public and private transportation travel to any part of the island.

The premises in both Nicosia and Limassol consist of modern amenities equipped with the latest technology and teaching tools.



The Nicosia Campus



The Limassol Campus

Facilities

Every classroom is equipped with audio-visual equipment, including smart boards, projectors, audio surround system, and wi-fi internet.

The main library in Nicosia and the library in Limassol have an extensive collection of business related books. Lending and reference facilities are available.

All books are searchable on our database online and can be reserved.

Our Nicosia Lecture Theatre accommodates 90 students with comfortable chairs and desks.

Both sites have student meeting and relaxation areas and both sites are accessible to disabled students and staff as per the government regulations.

04

Academic Calendar,
Business School's
Advisory Board &
Committees

Academic Calendar 2024-2025

7th October 2024

Commencement of Academic Year

14th December 2024

Break for Christmas Holidays

7th January 2025

Deadline for Assignment 1 UG & PG students /
Recommencement of classes

12th April 2025

Break for Easter Holidays

14th April 2025

Deadline for Assignment 2 PG students

28th April – 10th May 2025

Revision Tutorials

19th May – 7th June 2025

Final Examinations

1st September – 6th September 2025

Re-Examinations

26th November 2025

Graduation Ceremony

The Business School's Advisory Board

1. **President**

Marios Kapiris,
Director, Kyndryl Cyprus

2. **Vice-President**

Natasa Pilides,
Former Minister of Energy, Commerce
and Industry

Members

3. **Glafkos Mavros**, Former General Director, Hellenic Bank
4. **Anna P. Antoniou**, Chief Marketing Officer, SPP Media
5. **George Georgiou**, CEO, Green Energy Group
6. **Antonis Papas**, Marketing & Communications Manager, NP Lanitis
7. **Yangos Hadjiyannis**, CEO, CIM-Cyprus Business School
8. **Theo Hadjiyannis**, Founder, CIM-Cyprus Business School
9. **Garo Dzaghigian**, Sales Manager, Toyota
10. **Dr Christos Hadjiyannis**, Dean, CIM-Cyprus Business School
11. **Paola Ioannou**, Chief Financial Officer, National Bank of Greece (Cyprus)
12. **Soteroula Soteriou**, Marketing & Corporate Image Manager, Charalambides Christis
13. **Daphne Prodromou**, Former Communications & Strategy Manager, Bank of Cyprus
14. **George Chrysochos**, Managing Director, Cyfield Group
15. **Antonis Karpasitis**, Former General Manager, Metlife Cyprus
16. **Dr Nicolas Mastrogiannopoulos**, Director W11 Ventures
17. **Spyros Vasiliou**, Director, Spyros Vasiliou & Associates LLC
18. **Dr Myria Kkali**, Academic Director, Nicosia, CIM-Cyprus Business School
19. **Dr Katerina Pavlou**, Academic Director, Limassol, CIM-Cyprus Business School

Committees

The Academic Committee

Dean
Academic Directors (Nicosia & Limassol)
Director of Postgraduate Studies
Director of Undergraduate Studies
MBA Director
Two Members of Faculty
One Quality Assurance Expert
Undergraduate Student Representative (Nicosia)
Postgraduate Student Representative (Limassol)
Administrator

The Internal Quality Assurance Committee

Dean
Director of Quality & Research
Academic Directors (Nicosia & Limassol)
Director of Postgraduate Studies
2 Members of Faculty
1 Quality Assurance Expert
Undergraduate Student
Postgraduate Student
Administrator

Student Staff Communication Sub-Committee (SSCS)

Faculty (one from each programme)
Student Representatives (one from each programme)

Appeals, Grievances, Complaints and Disciplinary (AGCD) Committee

Director of Student Affairs
Faculty Representatives (Nicosia & Limassol)
Student Representatives (Nicosia & Limassol, UG & PG)
Administrator

Board of Examiners

Dean
Academic Directors (Nicosia & Limassol)
Faculty Representatives (Nicosia & Limassol, one from each programme)
1 External Examiner (one per programme)
Administrator

Assessment Board

Dean
Academic Directors (Nicosia & Limassol)
Programme Coordinator
Module Leaders
External Examiner
Administrator





05

Programmes

Programmes Available

Programmes	Accredited by CYQAA	Due for re-accreditation
Undergraduate		
BA Business Management with optional concentration in Marketing (4 Years)	✓	Spring 2025
BA Shipping Management with optional concentration in Maritime Logistics (4 Years), Limassol	✓	Winter 2027
UWL BA (Hons) Business Studies with Marketing (3 Years)	✓	Winter 2025
UWL BA (Hons) Accounting & Finance (3 Years)	✓	Winter 2025
UWL LLB (Hons) Law (3 Years)	✓	Winter 2027
Postgraduate		
MSc. Human Resource Management (Corporate Strategy/Corporate Sustainability) (14 Months FT/24 Months PT)	✓	Winter 2027
Master of Business Administration (14 Months FT/24 Months PT)	✓	Winter 2025
Master of Business Administration with Shipping (14 Months FT/24 Months PT), Limassol	✓	Winter 2026
UWL MSc. Digital Marketing (12 Months FT/24 Months PT)	✓	Winter 2025
UWL MA Luxury Hospitality Management (12 Months FT/24 Months PT)	✓	Winter 2027
E-Learning Master of Business Administration (18 Months)	✓	Winter 2028

Academic Regulations

Weekly Hours of Teaching

All undergraduate programmes run on a full-time basis only, i.e. 15 teaching periods per week of 55 minutes each. Postgraduate programmes are offered both as full-time and as part-time, i.e. 18 teaching periods per week of 55 minutes each as full-time, and 9 periods per week of 55 minutes each on part-time mode.

Credits

UWL Bachelors (3 years)	180 ECTS
CIM Bachelors (4 years)	240 ECTS
CIM Masters (14 Months FT/24 Months PT)	90 ECTS
CIM E-MBA (18 Months)	90 ECTS
UWL Masters (12 Months FT/24 Months PT)	90 ECTS

Programmes on offer

The majority of the programmes on offer are offered both at the Nicosia and Limassol campus. The Business School reserves the right not to run a particular programme if the demand is deemed to be insufficient.

Teaching Methods

Instructional methods include lectures and seminars by academics who are also actively leading large firms and organisations. Guest lecturers from the industry and business world are invited to talk about current market developments. Besides lectures, the teaching programme includes discussions, tutorials, industry visits, and several work projects. Programme methods are designed to foster continuing exchanges of views amongst students and to provide the means to learn from each other and gain new perspectives by interacting with students from other industries, countries and cultures.

Language of Instruction

The language of instruction for all programmes offered at CIM is English.

S

EST. 1978

OM Cyprus Business School

Galanos Michalis

Master of Business Administration
Cyprus / Asia /

UNIVERSITY OF WEST LONDON
The Corner University



06

Description of
Undergraduate
Programmes

01

BA BUSINESS MANAGEMENT

with an Optional
Concentration in Marketing
(4 Years)

Modules

Year 1

1. Business Communication and Skills for Success
2. Business Mathematics & Statistics
3. Principles of Marketing
4. Fundamentals of Management (and HRM)
5. Introduction to Financial Accounting
6. Business Information Systems

Year 2

1. Economics
2. Management and Cost Accounting
3. Consumer Behaviour
4. Human Resource Management
5. Integrated Marketing Communications
6. Business Law

Year 3

Compulsory:

1. Business Finance
2. Organisational Behaviour

Optional (4 out of 6):

1. Global Marketing (Marketing)
2. Public Relations (Marketing)
3. Leading Organisational Change
4. Digital Marketing (Marketing)
5. Services Marketing (Marketing)
6. Entrepreneurship and Innovation

Note:

All optional modules are subject to availability of lecturers and student demand. For a module to run, there must be a minimum of eight students.

Year 4

Compulsory:

1. Graduate Project/Internship
2. Strategic Management

Optional (4 out of 6):

1. Business Ethics and Corporate Social Responsibility
2. Brand Management (Marketing)
3. International Trade & Finance
4. Doing Business in Emerging Markets (Marketing)
5. Strategic Marketing (Marketing)
6. Social Marketing (Marketing)

Degree Objectives

Our Business Management program consists of a set of core modules, a selection of elective modules and an individual project. The program structure enables students to explore the various facets of management ranging from communication to nuance and marketing, within the business sphere. Moreover, the elective modules and the individual project will allow students to build on the core areas and deepen their knowledge in the business management field. In this four-year program students will gain specific business knowledge, an understanding of the business world and will also develop a range of transferable intellectual and study skills.

The Business Management with Marketing program provides a solid foundation in both business and marketing. This goal is achieved through the program structure, which is a combination of core and elective modules and a final project that focuses on the area of marketing. Studying these two areas ensures a deep understanding of how organisations work and how to ensure that their products or services are useful, appealing, and profitable. The core modules ensure students study essential areas of business management, while the optional modules offer them the opportunity to specialise and broaden their knowledge in marketing.

Recognition

The CIM Bachelor in Business Management (Marketing) enjoys world-wide recognition. Both in Nicosia and in Limassol, the program has been accredited by the CQAA and is recognised by KYSATS. As such, Cypriot students are eligible to apply for government subsidy up to €3417.

Aims

- To provide students with a variety of tools that approach business and management issues analytically and critically;
- To enable students to cover the core concepts, practices and techniques of management and develop the skills required to lead;
- To encourage students to apply socially, ethically and internationally aware approaches and principles to complex business management situations;
- To cultivate the notion of continuing professional development by encouraging students to critically evaluate their personal strengths and weaknesses as well as keep up-to-date with the latest business management ideas and practices;
- To promote an international perspective through a mix of teaching, teamwork and opportunities for business visits.

Admission Requirements

The usual minimum requirements are:
 / Recognised Secondary School Leaving Certificate
 14/20 or higher
 AND
 / English competency i.e. IELTS 5.5 or equivalent

Commencement

October. All modules run on a yearly mode.

Assessment

Students sit examinations once a year, in May. The weighting of results is as follows:
 Assignments: 30%
 Final exams: 70%

The pass mark is 40%

Module Aims

Year 1

1. Business Communication and Skills for Success

Business Communication and Skills for Success aims to improve students' language skills for communicating effectively in the world of business. They will learn how to write successful business assignments and a range of workplace documents; develop strategies for reading complex texts on business topics; be able to give effective presentations; take part in business negotiations and academic discussions and communicate clearly and effectively in both written and spoken situations. This module also aims to help students understand the key elements of employability; what employers want and how to gather relevant information on their future work environment. Additionally, they will learn to create a professional development plan to enhance employability and develop tools to apply for future opportunities such as CVs, cover letters, application forms and interview strategies.

2. Business Mathematics & Statistics

The module introduces students to the theory and problems of mathematical and statistical techniques applicable to the world of commerce and management. Students will understand the basic concepts and apply useful formulae and results directly to the business problems. Students will be exposed to real life problems, both solved and unsolved, applying different mathematical and statistical techniques.

3. Principles of Marketing

This module provides students with a good knowledge of the basic precepts of marketing and, in particular, a sound grasp of the marketing concepts and its applications. The course aims to provide students with a strong understanding about the major decisions facing marketing executives and top management in relation to building marketing strategies, building and managing strong value creating brands, sustainable marketing measuring and managing returns. Students will be provided with the foundation for analysing markets and developing marketing plans in the more advanced modules in the program.

4. Fundamentals of Management (and HRM)

This module is an overview of the major functions of management. The module examines the basic managerial functions of planning, organising, staffing, leading, and controlling in the contemporary environment through a variety of theories and models for an effective managerial decision-making. Emphasis is on basic managerial functions of planning, organising, controlling, and leading through a variety of theories and models for an effective managerial decision-making. Upon completion, students should be able to work as contributing members of a team utilising these functions of management.

5. Introduction to Financial Accounting

This is an introductory module to financial accounting, where students will acquire the technical skills needed to analyse financial statements and disclosures for use in financial analysis and learn how accounting standards and managerial incentives affect the financial reporting process. By the end of this course, students will be able to read the three most common financial statements: the income statement, balance sheet, and statement of cash flows. Then they can apply these skills to a real-world business challenge.

6. Business Information Systems

The purpose of this module is to provide students with knowledge and skills required to utilise information systems effectively in an organisational context. The module introduces students to the application and management of information systems in an organisational environment. In addition, this module aims to introduce students to those concepts related to computer-based communication including email networks, internet, world wide web and bibliographic instruction. This module will enable students to consider issues related to ethics, computer security and privacy.

Year 2

1. Economics

This is an introductory module on economics, divided into two broad segments: microeconomics and macroeconomics. This module aims to provide students with an understanding of the basic economic analysis relevant to the decision-making of business enterprises and build knowledge on the microeconomic environment in which firms operate.

2. Management and Cost Accounting

This module is focused on management and cost accounting, which is a key function in organisations that involves developing and using financial and non-financial information to support decision making. This includes not just the technical aspects of decision making, but also the way in which management accounting systems are designed and implemented and whether employees are then motivated to act in ways that are congruent with the objectives of the organisation.

3. Consumer Behaviour

The module offers an understanding of how buyer behaviour helps marketers focus more effectively on customers' needs and wants. It also addresses wider societal concerns about consumption in a world of finite resources and the potential conflicts that face today's marketers as they attempt to square consumer needs with a firm's need for profits and societal responsibilities. The module also enables students with an interest in consumer behaviour, to develop their knowledge, understanding and skills in this area.

4. Human Resource Management

The module of Human Resource Management provides a broad introduction to principles, policies and best practices of managing personnel at all levels of employment. It puts emphasis on real case situations and the practical application of these practices. It gives learners a solid foundation concerning a variety of HR aspects, from the recruiting stage to retirement.

5. Integrated Marketing Communications

The objective of the module is to help students understand the principles and practices of marketing communications, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing communications planning. Topics covered will include the role of integrated marketing communications, organising for advertising and promotion, the communication process, promotional objectives and budgets, creative strategy, media planning and strategy, broadcast/print and support media, direct marketing, sales promotions, PR and publicity, Internet marketing Social Media and Mobile Media Advertising.

6. Business Law

This module discusses fundamental concepts, principles and rules of law that apply to business transactions. It includes the function and operation of the courts, business crimes, torts, contract law, intellectual property and the application of the Uniform Commercial Code to business activities. It draws attention to the legal aspects of business and aims to develop an understanding of the main principles of contract and company law vital for the success of any organisation.

Year 3

1. Business Finance

The module develops a theoretical framework for understanding and analysing the major financial problems of modern companies in the market environment. The course covers basic models of valuation of corporate capital, including pricing models for primary financial assets, real assets valuation and investment projects analysis, capital structure and various types of corporate capital employed, derivative assets and contingent claims on assets. It provides necessary knowledge in evaluating different management decisions and its influence on corporate performance and value.

2. Organisational Behaviour

This module integrates the study of management principles and practices with the study of human behaviour within organisations. The focus will be upon the transition of management and organisational behaviour theory into practice, which result in organisational effectiveness, efficiency and human resource development. The primary objective of this module is to prepare students for advanced leadership roles in modern organisations, and to also provide students with the essential content and experiences they need to become a motivated student, successful manager and an effectual employee in any type of work they do in the future.

3. Global Marketing (Marketing)

This module adopts a strategic approach to the study of marketing and communications, its role for organisations and for consumers in a dynamic global context. This module aims to enable students to acquire a degree of expertise in developing marketing strategies for countries other than their own and thereby to extend their range of marketing understanding both to deal with global marketing situations in non-domestic markets and the impact of global competitors on the domestic market.

4. Public Relations (Marketing)

This module introduces students to the field of public relations and provides a foundational knowledge of public relations theory and practice. Students will begin to develop an understanding of professional practice, ethical issues, and the role of communication strategies and tactics in public relations management.

5. Leading Organisational Change

This module aims to expand students' awareness and knowledge of multiple issues associated with change. In particular it aims to identify the major theories and perspectives concerning organisational development and change and demonstrate the application of the theories and perspectives concerning managing change and organisational development in the context of human service organisations, community settings and large and small systems. Finally it aims to be able to formulate the strategies and tactics for organisational change and OD interventions.

6. Digital Marketing (Marketing)

This module concentrates on the contemporary ways of marketing: marketing that utilises electronic mediums and technological advancements such as smartphones, computers, tablets, etc. Beyond that, through this module, students will be able to understand how use of online platforms like websites, Facebook, Skype, Twitter, etc. are becoming a central pillar for successful marketing strategies.

7. Services Marketing (Marketing)

This module builds upon and expands the marketing management concepts and models, which are here adapted to the services sector. The module will inform students about the application of marketing strategies to improve the quality of service, maintain and increase customer satisfaction levels and generate customer loyalty. Due to the importance of services to nations' economies, the study of services marketing is an important component of the marketing program. The overall aim of this module is, therefore, to provide students with an understanding and awareness of the services sector, how marketing theory differs for this sector, the unique challenges faced by services marketers and managers and the application of relevant service theory in practice.

8. Entrepreneurship and Innovation

This module aims to help university students to understand the personal characteristics and thinking styles of an innovator and entrepreneur. It also aims to nurture in students an innovation attitude, entrepreneurial spirit and team collaboration skills in a multi-disciplinary environment. Students will learn the basic skills of discovering real-life problems, generating new ideas, proposing new products and planning new enterprises. They will then analyse the feasibility of a product/service from both technical and managerial perspectives.



Year 4

1. Graduate Project/Internship

During the fourth year of their studies, BA Business Management students are required to either submit a 10,000-word project OR choose the option of a 6-month internship at a specific business organisation and submit a 5,000-word report outlining the learning outcomes of the internship period.

The project/internship is equivalent to one module's worth of credits (10 ECTS). It enables students to display their ability to integrate what they have learned into a piece of work showing that they can apply what they have learned in a real-world situation. It also provides opportunities to incorporate learning from all the courses into the investigation of a real workplace problem or opportunity.

2. Strategic Management

This module introduces the key concepts, tools and principles of strategy formulation and competitive analysis. It concerns managerial decisions and actions that affect the performance and survival of business enterprises. The module is focused on the information, analyses, organisational processes and skills and business judgment managers must use to devise strategies, position their businesses, define firm boundaries and maximize long-term profits in the face of uncertainty and competition.

3. Business Ethics and Corporate Social Responsibility

This module outlines different regulatory processes and ethical practices essential to an understanding of the principles of corporate governance and ethics in the contemporary business environment. It is designed to facilitate analysis of the regulatory influences on the behaviour of corporate executives, information disclosure and board functions/structures and to foster the growth and integration of candidates' knowledge of the ethical influences on the economic, financial, managerial and environmental aspects of management. This module also critically analyses stakeholder participation in decision-making and the moral obligations of corporate managers.

4. Brand Management (Marketing)

The importance of brands raises significant questions of how to develop brand equity and how to communicate a branding strategy of differentiation, value and identification. The role of a Brand Manager is reviewed along with formulating the necessary communication strategies to build brand equity and secure market share.

More recent approaches in this vein suggest that the traditional brand management approach is all too limited, leaving many questions unanswered. Consequently, more recent approaches address the co-construction of brand value through viral branding, using social media, co-branding and brand extensions. In this respect, the principles of branding are now being applied beyond simply new product development, to such strategies as places, communities and countries.

Other key strategies that may be discussed include luxury branding, nation branding, business-to-business branding and corporate brands.

5. International Trade & Finance

This module provides students with an understanding of the principles and practices of international trade, payments and finance. This includes international trade theory; culture influences on international business decisions; Students will have the opportunity to gain an understanding of the international legal and regulatory framework within which international trade has to be conducted and there is significant emphasis on the practical and operational nature of this subject area.

6. Doing Business in Emerging Markets (Marketing)

The emergence of new markets that outperform the G7 countries, offers an attractive opportunity for multi-national enterprises. The main objective of this module is to analyse this phenomenon and illustrate how executives and managers approach emerging markets as part of their overall corporate strategies.

7. Strategic Marketing (Marketing)

This module examines recent developments in marketing thinking and market strategy development. It focuses on the dynamic aspects of market strategy development and current issues. It aims to introduce students to a systematic way of thinking about developing marketing strategies, familiarise students with current advances practices in marketing strategy help students develop analytical and problem-solving skills in marketing.

8. Social Marketing (Marketing)

This module examines the nature of social marketing and how the adoption of marketing concepts, frameworks and techniques developed for commercial marketers can be applied to the solution of social problems. It also aims to introduce students to the idea of marketing for a social purpose and examine the adaptation and adoption of commercial marketing principles and practice into the field of social change marketing.



O2

BA SHIPPING MANAGEMENT

with an Optional Concentration
in Maritime Logistics
(4 Years) Limassol

Modules

Year 1

1. Business Communication and Skills for Success
2. Business Mathematics & Statistics
3. Introduction to Financial Accounting
4. Introduction to Shipping
5. Shipping Business
6. Business Information Systems

Year 2

1. Maritime Economics
2. Port Management and Operations
3. Principles of Marketing & Management
4. Human Resource Management
5. Business Law
6. International Trade & Finance

Year 3

Compulsory:

1. Shipping Law
2. Strategic Management
3. Marine Insurance

Optional (3 out of 6):

4. Business Entrepreneurship and Innovation
5. Chartering & Shipbroking
6. Operations Management & Logistics (Maritime Logistics)
7. Maritime Logistics (Maritime Logistics)
8. Liner Shipping (Maritime Logistics)
9. Shipping and the Environment

Note:

All optional modules are subject to availability of lecturers and student demand. For a module to run, there must be a minimum of eight students.

Year 4

Compulsory:

1. Graduate Project
2. Supply Chain Management
3. Shipping Finance

Optional (3 out of 6):

4. International Maritime Conventions
5. Business Ethics
6. Managing Maritime Safety
7. Global Logistics (Maritime Logistics)
8. E-logistics and Systems Management (Maritime Logistics)
9. Green logistics and Sustainability (Maritime Logistics)

Degree Objectives

Shipping has been critical in the development of world trade for centuries. In the late twentieth century, falling transportation costs, worldwide economic growth, new economies and globalisation rendered Shipping a huge industry globally. In Cyprus in particular, Shipping has been – and continues to be – a thriving sector. Shipping, both as an industry and a service, global trading patterns and Shipping organisation, regulation, and prospects are the fundamentals of CIM's BA Shipping Management with an optional concentration in Maritime Logistics, an area in which CIM has been excelling for years (we also run a successful postgraduate programme in Shipping: MBA with Shipping).

Our BA Shipping management with an optional concentration in Maritime Logistics programme offers a comprehensive and integrated overview of the core subjects essential to a thorough understanding of Shipping Management. More specifically, it aims to develop the business skills required by professionals working in the area of maritime business; to foster critical analytical skills; and to show students how to apply the skills they gain to the challenges that modern maritime professionals will meet. The interdisciplinary nature of the programme (cutting across Shipping, Management, Law, Logistics and Economics) prepares students to be future professionals who can function effectively in

the complex business environment in the global marketplace.

The structure of the curriculum progressively introduces students to various aspects of shipping management and the shipping industry. Year 1 modules provide foundations in various disciplines in the fields of trade and shipping and map out their significance in operations and decision-making. Year 2 modules pay added emphasis to the use of trade and shipping parameters in decision-making and in evaluating the effectiveness of policies and procedures. Year 3 and 4 modules urge students to reflect on integrated situations, with a view to assessing and predicting courses of action that they might take as shipping managers, in order to maximise efficiency and effectiveness. The Graduate Project/Internship module in Year 4 provides an opportunity to apply learning from all modules into a real-work-place environment.

The programme aims to prepare students to be critical, independent, thinkers, ethically sensitive and socially responsible, who will excel in their chosen careers in the shipping sector and in other related areas.

Recognition

The CIM BA Shipping Management (4 Years) has been reviewed and awarded maximum exemptions (2 out of 7) by the Institute of Chartered Shipbrokers (ICS):

1. Introduction to Shipping
2. Economics of Sea Transport & International Trade

The CIM BA Shipping Management is the only one of its kind to be offered in Cyprus and enjoys world-wide recognition. Apart from recognition by ICS (UK), the CIM BA Shipping Management has been accredited by the Cyprus Quality Assurance Agency and is thus recognised by KYSATS. Cypriot students are eligible to apply for state subsidy up to €3420.



Admission Requirements

The usual minimum requirements are:

- Recognised Secondary School Leaving Certificate 14/20 or higher
- AND
- English competency i.e. IELTS 5.5 or equivalent

Commencement

October. All modules run on a yearly mode.

Aims

- To master the intellectual skills necessary to contribute to developing strategies for the direction of international transport and trade;
- To become well versed in and learn to critically analyse and evaluate the main theories and practices of international shipping, transport and trade;
- To become able to describe and critically analyse the structures and institutions of managing and organising sea transport;
- To become able to grasp the importance of the economic and regulatory institutions and practices of trade and transport;
- To build upon their existing work experience to broaden and extend their knowledge and understanding of the range of issues of trade and transport in shipping environments;
- To demonstrate the appropriate knowledge and research background and tools needed for postgraduate studies.

Assessment

Students sit examinations once a year, in May.
The weighting of results is as follows:
Assignments: 30%
Final exams: 70%

The pass mark is 40%



Module Aims

Year 1

1. Business Communication and Skills for Success

Business Communication and Skills for Success aims to improve students' language skills for communicating effectively in the world of business. They will learn how to write successful business assignments and a range of workplace documents; develop strategies for reading complex texts on business topics; be able to give effective presentations; take part in business negotiations and academic discussions and communicate clearly and effectively in both written and spoken situations. This module also aims to help students understand the key elements of employability; what employers want and how to gather relevant information on their future work environment. Additionally, they will learn to create a professional development plan to enhance employability and develop tools to apply for future opportunities such as CVs, cover letters, application forms and interview strategies.

2. Business Mathematics & Statistics

The module introduces students to the theory and problems of mathematical and statistical techniques applicable to the world of commerce and management. Students will understand the basic concepts and apply useful formulae and

results directly to the business problems. Students will be exposed to real life problems, both solved and unsolved, applying different mathematical and statistical techniques.

3. Introduction to Financial Accounting

This is an introductory module to financial accounting, where students will acquire the technical skills needed to analyse financial statements and disclosures for use in financial analysis and learn how accounting standards and managerial incentives affect the financial reporting process. By the end of this course, students will be able to read the three most common financial statements: the income statement, balance sheet, and statement of cash flows. Then they can apply these skills to a real-world business challenge.

4. Introduction to Shipping

This introductory module is considered an important 'opening' to the maritime world. It builds an understanding of the shipping industry and explains the role of shipping and its functions. At the same time, it introduces major aspects and concepts of the industry and overviews fundamental themes and concepts that will be covered later on

in the course. The module gives an overview of the shipping industry including its role, services, organisation and the main issues it faces. The main characteristics of the industry are also highlighted.

5. Shipping Business

This module focuses on how business entities are structured, how they work, how they communicate and how they handle the legal and ethical constraints imposed upon them. The module examines the ships themselves and the disciplines of chartering, ship management, port agency and liner trades.

6. Business Information Systems

The purpose of this module is to provide students with knowledge and skills required to utilise information systems effectively in an organisational context. The module introduces students to the application and management of information systems in an organisational environment. In addition, this module aims to introduce students to those concepts related to computer-based communication including email networks, internet, world wide web and bibliographic instruction. This module will enable students to consider issues related to ethics, computer security and privacy.

Year 2

1. Maritime Economics

The aim of this module is to provide an understanding of the structure of the shipping industry, including the business entities, sectors and organisations, as well of the economic principles and policies related to the effective management of shipping companies operating within the global competitive environment. The module unit covers, amongst others, the major economic components of maritime transport, the factors related to supply and demand fluctuations in shipping markets and the relevant decision-making processes required and made by shipping agents. Furthermore, the module elaborates on the international maritime markets and their determinants, cost calculation methodologies in naval transports, and the importance of the upcoming structural changes in the industry.

2. Port Management and Operations

The main objective of this module is to familiarise students with the essential elements of ports, covering their role and function, administration, management, economics and operation. Moreover, the course will refer students to ports' historic development, to demonstrate their many functions and facets. The module discusses considerations regarding ports' location, infrastructure, cargo

handling and storage, and importantly their ownership structure and strategies and finance. The module also examines current and future trends in port management and operation.

3. Principles of Marketing & Management

This module provides students with a good knowledge of the basic precepts of marketing and management. The major decisions facing marketing executives and top management are considered. The module also covers the major functions of management, in particular planning, organizing, staffing, leading and controlling in the contemporary environment through a variety of theories and models for an effective managerial decision-making.

4. Human Resource Management

The module provides a broad introduction to principles, policies and best practices of managing personnel at all levels of employment. It puts emphasis on real case situation and practical application of these practices. It gives learners a solid foundation concerning a variety of HR aspects, from the recruiting stage to retirement.

5. Business Law

This module provides students with an understanding of the legal framework within which business decisions take place and is designed to introduce students to Business Law. The course provides an understanding of the legal framework within which business decisions take place. It draws attention to the legal aspects of business and aims to develop an understanding of the main principles of contract and company law vital for the success of any organisation.

6. International Trade & Finance

This module provides students with an understanding of the principles and practices of international trade payments and finance. This includes international trade theory; culture influences on international business decisions; explores how all functional business areas (operations, marketing, management, accounting, finance, human resources and law) change in international setting thus developing a strategic framework for analysing international business decisions. Students will have the opportunity to gain an understanding of the international legal and regulatory framework within which international trade has to be conducted, and there is significant emphasis on the practical and operational nature of this subject area.

Year 3

1. Shipping Law

The module introduces students to general principles of maritime law and carriage of goods by sea law. It provides students with the tools necessary for interpretation, critical analysis and practical application of the clauses commonly used in the London Market in Hull, Cargo, Liability and offshore Energy insurance contracts. The course requires a systematic and methodical approach to cover the material and get familiar with case studies. The aim is to offer an understanding of the various legal concepts, analyse case law, interpret the statute and international conventions and apply the relevant principles involved to commercial situations.

2. Strategic Management

This module is concerned with the problems of the General Manager and with resolving strategic issues. This module aims to combine the functional analysis of other subjects in order to take a holistic approach to management decision-making. It also helps students understand and communicate with general managers and to provide the initial background for those who themselves intend to have a general management career. The module covers major areas of public controversy and academic interest as far as it affects current business practice.

3. Marine Insurance

The module provides an in-depth investigation of the legal principles underlying the area of Marine insurance. Different insurance policies and principles are used as a guide while the module also covers the important aspects of marine insurance: from terms and conditions to the practical handling of claims and loss prevention.

4. Business Entrepreneurship and Innovation

This module involves the application of patterns of behavior to enhance abilities, knowledge and decision making. The module is designed to integrate the two concepts in a way that students see them as a symbiotic relationship rather than isolated and independent activities. The module builds an appreciation of the need for an entrepreneurial mindset across different contexts including commercial enterprises, family-owned businesses, social enterprises and public social partnerships operating at national and international levels. The practical application of responsible management and an ethical dimension to entrepreneurial and innovative activities play a key role in the discussion and debates that are a key feature of the module. Entrepreneurship is inextricably linked to innovation. This module incorporates innovation into the process of entrepreneurship by demonstrating innovation

in all its manifestations and characteristics. Thus, innovation includes novelty, new insights into product development, new services, processes and systems that contribute to achieving competitive advantage or other strategic aims of organisations.

5. Chartering & Shipbroking

This module introduces students to topics examined in detail in subsequent courses (in later years) and therefore serves as an important introduction to chartering and shipbroking. The scope of this module is quite broad but it specifically provides a foundation for achieving the learning outcomes below.

6. Operations Management & Logistics

The module aims at outlining the contribution of logistics and operations management to corporate competitiveness. Students will learn how and why the design of the product itself and of its production and distribution process can drive such performances as quality, speed, flexibility, and cost-effectiveness. They will be instructed on how to carry out an assessment of processes' current performance and to identify improvement priorities. Lastly, the module will address the most relevant best practices suitable for achieving improvement targets.

7. Maritime Logistics

The module focuses on the current developments and practices in logistics and supply chain management within the global maritime industry (i.e., shipping and ports). It aims to:

- Provide an understanding of the challenges involved in the management of systems for the transportation of goods by sea as well as the optimization of maritime transportation and distribution systems.
- Stress and enable students to interrogate the importance of the maritime industry within global logistics and supply chain and the impact of current business patterns in logistics and supply chain within the maritime sector.
- Offer students the tools to understand and be able to assess the strategic approach of shipping companies in the globalised marketplace as well as the logistics-related challenges faced by global port operators.

8. Liner Shipping

The module aims to introduce the students to the workings of the Liner Shipping Industry and prepare them to become strong entry level employees in any Liner Shipping functionality or be a proficient user of international cargo transportation services.

9. Shipping and the Environment

The aim of this module is to investigate the various ways in which shipping pollution may affect the environment. It focuses on the interaction between shipping and the natural environment and on how shipping can become more sustainable. Students become familiar with possible paths to improve environmental performance and, in the long term, to a sustainable shipping sector, based on an understanding of the sources and mechanisms of common impacts. Students also gain knowledge on emissions and discharges from ships, prevention measures, environmental regulations, and methods and tools for environmental assessment.

Year 4

1. Graduate Project

During the 4th year of their studies, students are required to either submit a 10.000-word project OR choose the option of a 6-month internship at a specific shipping organisation and submit a 5.000-word report outlining the learning outcomes of the internship period.

The project/internship is equivalent to one course's worth of credits (10 ECTS). It enables students to display their ability to integrate what they have learned into a piece of work showing that they can apply what they have learned in a real-world situation. It also provides opportunities to incorporate learning from all courses into the investigation of a real work place problem or opportunity.

During the course of the year, the mentor will monitor the student's progress. Evaluations of progress will be produced twice during the year and submitted to the Programme Coordinator, with a copy given to the student.

Seminars are provided throughout the semester in order to offer students academic support during their project/internship. Students are allocated a mentor based on their subject of interest. Following the seminars, students are expected to work with their mentor in preparing their project for submission.

The topic of 10.000-word project is decided by students and should focus on an area in shipping of their interest. Students are encouraged to begin thinking about the area of concentration early on. This is why in December students are allocated a tutor to assist them with the preparation and guidance of their project. The structure of the project resembles a dissertation; however, it is not technically a research-based piece of work. It is more a practical project, such as implementing techniques/models in a selected scenario. Potential topics may be generated by the academic staff or the student may submit his/her own to the Programme Coordinator. The Programme Coordinator will then approve the topic and assign a mentor to the student to guide him/her through the project.

A presentation and final report will be due at the end of the academic year. The report will include an introduction, purpose of the report, objectives, subject overview, methodology, evaluation of results and a conclusion. The final mark will be based on an assessment of the quality of the analysis, methodology, results and ideas, the student's knowledge displayed through the work and the organisation and structure of the presentation and final report.

Alternatively, students will also have the opportunity of participating in a six-month internship programme from a list of shipping organisations that our Business School collaborates with. Upon completion of the internship programme, students are required to submit a 5000-word report on the learning outcomes of their experience. A list of specific shipping companies and their departments which are willing to accept CIM students for an internship is provided to students for selection. At the same time, the employer will need to fill in a structured report commenting on the students' tenure. The 10.000-word project and the 5.000-word internship report are marked by an internal examiner and moderated by an external examiner. Student may be required to support their work in front of an examining panel. Students will develop skills of planning, analysis, critical evaluation and time management.

2. Supply Chain Management

This module is designed to provide theoretical and practical knowledge and skills in various aspects of logistics and supply chain management. The module aims to enable students to creatively analyse how the concepts of the course can be applied to supply chains in the shipping industry.

3. Shipping Finance

The module focuses on traditional and alternative sources of finance available to shipping companies, covering both theory and practical examples on the topic. The module provides an overview of relevant topics such as, asset-backed finance, shipbuilding credit, debt financing in private and public markets, structured finance, and bank lending. Instruments covered include, among others, bonds, stocks, structured products, and preferred equity issues. In addition, the module covers topics related to investment appraisal and budgeting, as well as financial analysis and modelling of ship investment.

4. International Maritime Conventions

The module examines the most important international maritime conventions that are in force. In particular, the conventions covered deal with the carriage of goods and passengers by sea and the protection of the marine environment. In addition, the institutional framework and the stakeholders involved in shipping are discussed.

5. Business Ethics

The module engages with ethical theory in a business context. It examines influential ideas and philosophies of ethical behaviour, current developments and governance issues, and the growth of codes and agreements guiding corporate social responsibility. The module seeks to examine current debates on the nature of the enterprise and its role and impact on society. The implications of creating and sustaining an ethical approach to entrepreneurial activities are identified and examined, and approaches to the management of business ethics appraised. Different ethical theories are used to undertake this analysis.

6. Managing Maritime Safety

The module provides a thorough understanding of contemporary maritime safety and its management. It provides varying viewpoints on traditional safety topics in conjunction with critical discussions of the international safety management code and its application. The module also offers new perspectives on maritime safety such as ship and equipment design for safety and the relevance of safety management systems, in particular the application of the ISM code to remote controlled or autonomous ships.

7. Global Logistics

This module applies key concepts of logistics to provide you with an understanding of the strategic and operational roles of logistics in the global business environment. Emphasis is placed on global and pan-European systems for materials sourcing and product distribution, to enable you to learn how businesses configure their supply chains to compete in today's major trading blocs. Early topics identify key issues in global logistics and contrast international and domestic logistics systems. This module will give students a comprehensive understanding of concept, tools and techniques involved in international logistics management.

8. E-logistics and Systems Management

The module provides the latest and most comprehensive coverage on digitalization in logistics and supply chain.

This module aims to:

- Introduce students to all transport modes and the role of ICT in supporting an integrated freight and supply chain network.
- Examine in depth support systems for B2C and B2B e-commerce and e-fulfilment, warehouse management, RFID, electronic marketplaces, global supply network visibility and service chain automation. Industry case studies are used to support the discussion.

9. Green logistics and Sustainability

The module provides an insight on the environmental impacts of logistics and the actions that companies and governments can take to deal with them. It introduces contributors and international case studies that illustrate the impact of green logistics in practice. It also covers the links between green logistics and corporate social responsibility and a series of postscripts examining the effects of new developments, such as 3D printing, distribution by drone, the physical internet and the concept of peak freight.



03

UWL BA (HONS) BUSINESS STUDIES WITH MARKETING (3 Years)

Modules

Year 1

1. Professional Skills for Business and Finance
2. Introduction to HRM
3. Researching Business Data
4. Business Accounting
5. Principles of Marketing
6. Information, Communications & Technology

Year 2

1. Business Economics
2. Enterprise and Business Development
3. Managing Business Operations
4. Business Ethics
5. Research Methods
6. Marketing and Brand Management



Year 3

1. Strategic Management
2. Global Marketing
3. International Business
4. Consumer Behaviour
5. Final Project (Dissertation)



Assessment

Year 1

Professional Skills for Business & Finance

E-Portfolio 50%

Essay 50%

Introduction to HRM

Individual report 50%

Individual report 50%

Researching Business Data

Presentation 10%

Report on presentations 30%

Exam 60%

Business Accounting

Course work 30%

Reflective Learning Portfolio 10%

Exam 60%

Principles of Marketing

Presentation: 10 min

Reflective Learning Portfolio: 500 words 20%

Group marketing project: Presentation: 15 minutes

Report: 1500 words 40%

Individual report 1500 words 40%

Information, Communications & Technology (ICT)

In-class practical test 30%

Group Presentation 10%

Final exam 60%

Year 2

Business Economics

In-Class Test 50%

Presentation + Summary 50%

Enterprise and Business Development

Presentation 30%

Report 70%

Managing Business Operations

In-Class Test 40%

Case Study 60%

Business Ethics

Case study 30%

Exam 70%

Research Methods

Individual Presentation 30%,

Research Project Proposal 70%

Marketing and Brand Management

Report 100%

Year 3

Strategic Management

Report 100%

Global Marketing

Report 100%

International Business

Individual Report 100%

Consumer Behaviour

Group presentation 50%

Report 50%

Final Project (Dissertation)

Final Project (Dissertation) 100%

Course Objectives

The aims of this programme are to increase and refine the management and marketing skills of the students, most of who will already be in management posts. Superior management is the product of certain attitudes, knowledge, and skills that combine in unique individuals who contribute to an organisation's survival, growth, financial returns and continuous adaptation to changing circumstances. The course is precisely concerned with identifying and helping produce such attitudes. Our Lecturers are inspiring and continuously alert to changes in the business world. As firms in Cyprus and abroad face the challenges of the 21st century, there continues to be a need for increased numbers of managers and executives who have a holistic view of how successful organisations are structured and managed.

Teaching Methods

How you learn is almost as important as what you learn and it's our job to make sure we give you all the information you need in as interesting and varied a way as possible. So there will be lectures, seminars, tutorials and workshops where you will listen and learn, discuss and gain hands-on experience.

Coursework

As you would expect, throughout your course there will be a healthy amount of coursework for you to complete and exams, group work and presentations so that we, and you, can see just how far you are progressing. And don't forget, we are always available to give you a hand should you need one.

Aims

Our aim is to produce graduates with all the skills and abilities needed to flourish in the world of business marketing and management.

We hope you will leave us:

- A confident and independent learner with sound underpinnings of business knowledge and behaviour;
- An inspired decision maker, putting all your knowledge to use in reaching creative and effective solutions to complex business situations;
- Someone who could make the most of postgraduate or professional study;
- An effective team player but also someone able to work independently;
- Someone who doesn't see a job as the end of their studies but just the start of Continuous Professional Development and Lifelong Learning.

Recognition

The above programme is recognised by UK NARIC. It is also recognisable by KYSATS and thus qualifies for subsidy by the Cyprus government of up to €3,417.

Admission Requirements

- Equivalent qualifications eg. Secondary School Leaving Certificate with average 15/20
AND
 - 15/20 in English on the High School Leaving Certificate, IELTS 5.5 or equivalent.
- Exemptions may be granted on a case by case basis.

Commencement

All UWL programs commence in September and January only, subject to demand.



Module Aims

Year 1

1. Professional Skills for Business and Finance

The material covered in this module will help you to become more critical, evaluative, self-aware, self-confident, skilled and capable in the use of information and resources. These are essential skills required for effective research and study in higher education. It will also help you to improve your ability to make sense of new information and improve your skills in questioning, data-gathering, reasoning, drawing valid conclusions and spotting bad arguments.

As with any other module on our degree course there will be regular participation and contact with your community of peers, contact sessions, active participation in class discussions, regular visits to the Blackboard site for module information guidance and support and completion of homework assignments for each weekly session.

2. Introduction to HRM

The module is designed to provide students with an introductory knowledge of human resource management and the approaches that can be taken to the management of human resources in a variety of business settings. This will be achieved by discussing the nature of human resource management. Functional aspects of managing people are selected to illustrate how contextual factors influence managerial behaviour. The major contexts considered are economic, legal and technical.

3. Researching Business Data

This module deals with the collection, analysis and interpretation of business data. One of the requirements of an effective manager is the ability to handle numerical information. The aim of the module is to help students make sense of numbers in order to arrive at meaningful conclusions and make informed decisions. You will be provided with a range of research and analytical methods for (i) gathering primary and published data (ii) summarising data (iii) measuring change and (iv) measuring association.

4. Business Accounting

Business Accounting consists of two broad basic areas - financial accounting and management accounting. Financial accounting is concerned with recording the day to day activities of a business and producing periodic summaries. The module will involve producing final accounts for an organisation and interpreting them. Management accounting is concerned with the supply of accounting information to internal management, thereby enabling management to plan and control its future business activities. At this foundation stage the module will involve areas such as cost classification, break even analysis and preparing cash budgets.

5. Principles of Marketing

This module introduces you to the environment in which marketing operates and to marketing as both a business philosophy and a set of operational tools.

Most business organisations have a goal of making profits for their owners; marketers seek to help them to do this. Marketers believe the route to organisational success is through keeping customers happy and doing this more effectively than the competition. The module aims to introduce students to this idea and show how

marketers can do this by:

- designing and making products which customers want
- informing customers of the products' benefits
- selling the products in a convenient location
- offering the products at a price which customers is prepared to pay and enable the organisation to fulfil its profit objectives.

6. Information, Communications & Technology

Information is a valuable asset for any business and if collected, organised and used in an efficient manner, it can give a business a competitive advantage. This module introduces information systems and technology which can assist businesses to achieve this. It also provides the opportunity to develop skills and knowledge in software applications commonly used in office environments.

Year 2

1. Business Economics

Enables students to develop an understanding and awareness of the environment in which business operates, particularly from the economic perspective. It also encourages them to develop the ability to use a range of skills to diagnose and solve problems.

2. Enterprise and Business Development

This module provides an introduction to entrepreneurship, intrapreneurship and the enterprise culture both in the UK and in an international context. It defines and develops the personal and professional skills and abilities required for success in new venture creation through the development of a detailed business proposal with supporting operational and financial planning for a business start-up. The module develops analytical, planning, and presentation skills relating to personal and business development as follows:

1. You will identify and analyse potential opportunities for enterprise and innovation.
2. You will apply concepts drawn from different business disciplines to develop a cohesive Business Plan. This will extend your commercial awareness and deepen your understanding of the concepts underpinning business theory.
3. You will be introduced to the key features of work and career planning and management.

3. Managing Business Operations

Every product or service you buy will probably have been created as a result of business operations. Managing Business Operations is about managing the processes that produce or deliver goods and services. This involves issues such as designing processes, making decisions about location, layout and capacity management, managing the supply chain, and managing quality. The emphasis will be on practical examples and case studies with assessments in groups and/or individually in the form of presentation of research findings and a written final exam.

4. Business Ethics

This module critically examines current debates addressing the nature of enterprise and its role in society. The implications of creating and sustaining an 'enterprise culture' are identified and examined, and diverse approaches to entrepreneurship appraised. Society relies on entrepreneurship for wealth creation but at the same time increasingly expects the entrepreneurial venture to be accountable for its actions. The implications of this trend are examined for both the individual and for the different forms of organisation.

Contemporary concerns relating to the need for effective corporate citizenship and governance structures are addressed and discussed, together with the causes of emerging calls for improved corporate accountability. These issues are examined in the specific context of the nature and purpose of wealth creation, and the contemporary environment created by an enterprise culture and the enterprise economy.

5. Research Methods

This module will give students the research tools that will enable them to produce a project that draws on their analytical, research and presentation skills and the knowledge developed during their courses. Students will be expected to demonstrate synthesis of knowledge and skills developed throughout the entire programme.

6. Marketing and Brand Management

On this module you will explore issues such as designing processes, making decisions about location, layout and capacity management, managing the supply chain, and managing quality. In particular, you will focus on practical examples and case studies. This will involve assessments in groups and/or individually in which you will present your research findings, before a final written exam.

Year 3

1. Strategic Management

The purpose of the module is to build on the concepts and approaches to business policy developed at Level 5. The integrated nature of strategic management decisions will be emphasised and case studies will be used to show how strategic management applies to a range of business and not-for-profit organisations. The emphasis will be on strategic options, evaluation and choice and on the implementation issues in strategy. Students will be encouraged to develop analytical skills, creative thinking and ability to present conclusions based on critical evaluation of information.

2. Global Marketing

This module adopts a strategic approach to the study of marketing and communications its role, for organisations and for consumers in a dynamic global context. We build on marketing and business knowledge that you already have, or that you have gained in earlier modules, to equip you to apply different global marketing theories to develop better business decisions in the global arena, but with a greater focus on the strategic perspective. It builds an understanding of the global trading environment, differences in buyer/consumer behaviour and how global marketing analysis, strategies, and programmes can be developed, organised and implemented. Probably the greatest marketing challenges that global companies face today are securing market success and revenues in very turbulent global economic times. Global companies need to work rigorously at understanding customer needs and cultures in various world markets. A global company needs to manage its global brand more smartly in traditional markets and also has to be considering future positions in the new emerging markets. These issues and opportunities are discussed in this module.

3. International Business

This module critically examines the major issues faced by companies engaged in identifying and developing their overseas operations. The study of International Business straddles a variety of different disciplines, and this module deals with the problems of international operations from the perspective of economics and politics as well as the functional disciplines of finance, marketing, human resource management and operations management. Most importantly, it seeks to show how the international economic and political environment serves to act as a very powerful influence over how company policies are set.

4. Consumer Behaviour

This module examines in more detail concepts and theories about why consumers behave the way they do and how marketers can use this information to improve organisational effectiveness. It also considers questions about consumption in a world of finite resources. Most business organisations have a goal of making profits for their owners and marketers aim to help them do this. Marketers believe the route to organisational success is through the satisfaction of the customers.

5. Final Project (Dissertation)

This module aims to provide you with the knowledge and skills that are required to carry out a piece of research on a topic that you have chosen, where you decide (with some guidance) on the methodology and approach. In so doing you will take significant strides on the path to becoming an independent learner, and feel able to tackle other research tasks, with minimal supervision. You will also discuss and evaluate a range of research methods and approaches. The research proposal that you submit at the end of this module will form the starting point of your final year project—see Final Project (dissertation) at Level 6.

04

UWL BA (HONS) ACCOUNTING & FINANCE

(3 Years)

Modules

Year 1

1. Introduction to Financial Accounting
2. Professional Skills
3. Quantitative Methods
4. Introduction to Management Accounting
5. Introduction to Economics
6. Workplace Employability Skills

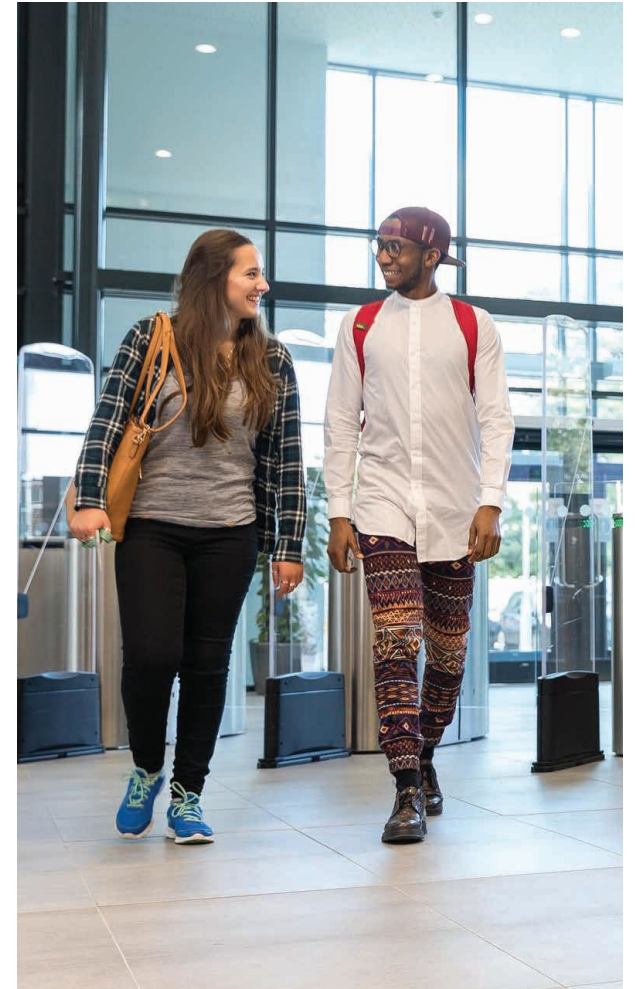
Year 2

1. Financial Accounting
2. Auditing in Context
3. Taxation
4. Management Accounting
5. Financial Management
6. Business and Corporate Law



Year 3

1. Financial Reporting
2. Performance Management and Control
3. Corporate Finance
4. Analysis Report on Current Issues in Accounting and Finance
5. Auditing
6. Personal and Corporate Taxation



Assessment

Year 1

Introduction to Financial Accounting

In-class test 50%,
Exam 50%

Professional Skills

Presentation/Viva 100%

Quantitative Methods

In-class test 40%,
Exam 60%

Introduction to Management Accounting

Assignment 40%,
Exam 60%

Introduction to Economics

Assignment 40%,
Exam 60%

Workplace Employability Skills

Report 30%,
Presentation and Interview 70%

Year 2

Financial Accounting

Assignment 40%,
Exam 60%

Auditing in Context

Assignment 40%,
Exam 60%

Taxation

Assignment 40%,
Exam 60%

Management Accounting

Assignment 40%,
Exam 60%

Financial Management

Assignment 40%,
Exam 60%

Business and Corporate Law

In-class test 40%,
Exam 60%

Year 3

Financial Reporting

Assignment 40%,
Exam 60%

Performance Management & Control

Assignment 40%,
Exam 60%

Corporate Finance

Assignment 40%,
Exam 60%

Analysis Report on Current Issues in Accounting and Finance

Project 100%

Auditing

Assignment 40%,
Exam 60%

Personal and Corporate Taxation

Assignment 40%,
Exam 60%

Course Objectives

If you want to succeed in accounting or finance then you need to learn the fundamentals of accounting and finance and there's no better place to do this than on the BA (Hons) Accounting and Finance course at UWL. By giving you the information, the tools, the techniques and the experience needed to devise creative solutions to the full range of accounting and finance problems, this three-year course gives you a real foot in the door of this competitive world.

Accounting, as a subject, is constantly changing and in order to adapt to the needs of modern-day business, we know how essential it is that this course also develops to keep up with these changes.

Aims

Our aim is to produce graduates with all the skills and abilities needed to flourish in the world of Accounting and Finance. You will leave with all you need to start a career. This degree provides a fantastic basis for all professional qualifications, including those offered by the Association of Chartered Certified Accountants (ACCA), the Chartered Institute of Management Accountants (CIMA), the Institute of Chartered Accountants (ICA), and the Institute of Credit Management (ICM).

Teaching Methods

How you learn is almost as important as what you learn. It's our job to make sure that we give you all the information that you need in as interesting and varied a way as possible. There will be lectures, seminars, tutorials and workshops, where you will listen and learn, discuss and gain hands-on experience.

Accounting as a subject is constantly changing in order to adapt to the needs of modern-day business. This course has been designed to keep up with these changes.

Successful completion of this degree will enable you to pursue a career in Financial Accounting, Management Accounting, Corporate Finance, Taxation and Auditing.

The BA (Hons) Accounting and Finance Programme of the UWL has been consistently ranked in the top 10 of all the UK universities in the National Student Survey.

Benefits

The course provides the maximum exemptions (9 papers) from the ACCA examinations. There is no University that receives a higher number of exemptions.

Exemptions from Professional Bodies

Holders of the BA degree in Accounting and Finance are eligible for maximum exemptions from ACCA (9 out of 14) and 5 exemptions from CIMA's Certificate level.

Recognition

The above programme is recognised by UK NARIC. It is also recognisable by KYSATS and thus qualifies for a subsidy by the Cyprus government of up to €3,417.

Admission Requirements

- Equivalent qualifications eg. Secondary School Leaving Certificate with average 15/20 AND
 - 15/20 in English on the High School Leaving Certificate, IELTS 5.5 or equivalent.
- Exemptions may be granted on a case by case basis.

Commencement

All UWL programs commence only in September and January, subject to demand.

Module Aims

Year 1

1. Introduction to Financial Accounting

The overall aim of this module is to introduce students to basic Financial Accounting principles and techniques. Students who successfully complete the module should have a solid base from which to continue onto Financial Accounting and Financial Reporting.

2. Professional Skills

The material covered in this module will help you to become more critical, evaluative, self-aware, self-confident, skilled and capable in the use of information and resources. These are essential skills required for effective research and study in higher education. It will also help you to improve your ability to make sense of new information and improve your skills in questioning, data-gathering, reasoning, drawing valid conclusions and spotting bad arguments.

As with any other module on our degree course there will be regular participation and contact with your community of peers, contact sessions, active participation in class discussions, regular visits to the Blackboard site for module information guidance and support and completion of homework assignments for each weekly session.

3. Workplace Employability Skills

This module is designed to introduce students to the contemporary tools to enhance the workplace employability skills.

4. Introduction to Management Accounting

The module will provide an insight into the workings of management accounting within modern day business. It starts by looking at the basic principles of arriving at a cost for a product or service and then goes on to looking at the various management accounting techniques that will be useful to a manager working in business.

5. Introduction to Economics

This module helps students to develop an understanding and awareness of the environment in which a business operates, particularly from the economic perspective (increases in prices (inflation), unemployment etc.) Additionally this course will provide an overview of how economic factors affect an organization internally and externally.

6. Quantitative Methods

In summary, the module deals with the collection, analysis, interpretation, and presentation of financial and business data. Mathematical fundamentals: percentages, ratios, powers, roots. Financial mathematics including compound interest, present value and loan repayments. Collection of data and sample surveys.

Year 2

1. Financial Accounting

This module aims to enable students to demonstrate understanding of auditing principles and regulation in the context of business organizations in the UK and to apply audit procedures in a variety of simple practical situations.

2. Auditing in Context

This module aims to enable students to demonstrate a detailed understanding of auditing principles and procedures applicable to business organizations and to select and apply those procedures in a variety of practical situations.

3. Taxation

This is an introductory module to the UK Tax System. It aims to create familiarity with the principles, scope and mechanics of income tax as well as National Insurance Contributions. It also assesses the impact of the tax system on unincorporated businesses.

4. Management Accounting

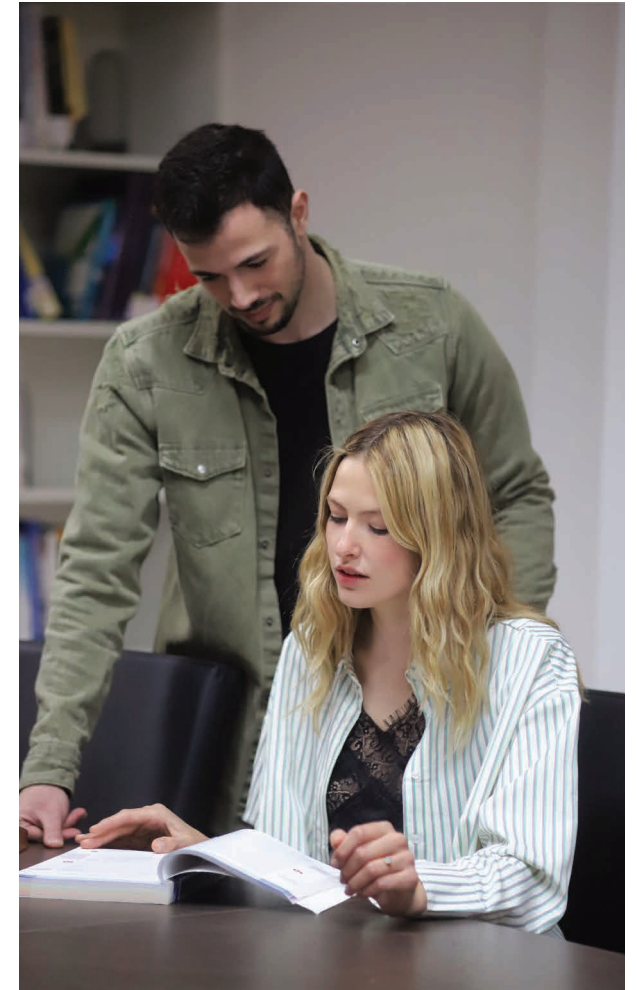
The module will provide an insight into the workings of Management Accounting at a more advanced level within modern day business. It looks at the principles of arriving at a cost of a product or service and then goes onto looking at the various management accounting techniques that will be useful to a manager working in business.

5. Financial Management

The module aims to provide an understanding of finance functions in a corporate context, focusing on methods of internal management of funds and investment decision-making together with related topics and an understanding of the underpinning theory.

6. Business and Corporate Law

This module examines the essential requirements of a valid contract: the distinction between offer and invitation to treat; acceptance, consideration, discharge through frustration and remedies for breach of contract. In the area of corporate law, this module will examine the consequences of corporation, the company's constitution, raising of finance and the management of a company limited by shares.



Year 3

1. Financial Reporting

This module is designed to equip students with the skills to propose appropriate solutions to a range of financial accounting problems; to critically appraise the international approach to financial reporting and to analyse company performance from financial reports.

2. Performance Management and Control

This module is designed to facilitate decision-making by developing management accounting techniques for planning and control. It also aims to ensure students are competent to prepare and analyse accounting data, apply it to a range of planning, control and decision-making situations and adapt it to change.

3. Corporate Finance

The module explains and discusses the function and purpose of company finance with a focus on the external environment. The following areas are explored: capital markets, sources of funds and market efficiency; business valuations and mergers and acquisitions; the management of risk, in particular foreign currency and interest rate risk; international investment.

4. Analysis Report on Current Issues in Accounting and Finance

This module will draw together all previously studied knowledge from the degree and from general interest. The project must, however, consist of at least 40% accounting or finance input. The project will be an investigation of a problem or a situation with the object of collecting appropriate information, analyzing it, arriving at logical conclusions, making recommendations and writing a report.

5. Auditing

This module aims to enable students to demonstrate a detailed understanding of auditing principles and procedures applicable to business organizations and to select and apply those procedures in a variety of practical situations.

6. Personal and Corporate Taxation

This module will provide advanced knowledge of the UK Tax System. It aims to provide further familiarity with the practices of tax, scope and mechanics of income tax as well as National Insurance Contributions. It also assesses the impact of the tax system on unincorporated businesses.

05

UWL LLB (HONS)

LAW

(3 Years)

Modules

Year 1

1. Concepts and Foundations of Criminal Law and Offences against Persons
2. Constitutional Law
3. English Legal System
4. Contract Law
5. Criminal Law - Fraud and Crimes Against Property and Defences
6. Public Law

Year 2

1. European Union Law
2. Property Law
3. Tort Law
4. Equity and Trusts
5. Land Law
6. Mooting and Advocacy Skills



Year 3

1. Company Law
2. Employment Law
3. Intellectual Property Law
4. Civil Litigation and Practice
5. Commercial and Consumer Law
6. International Human Rights Law



Assessment

Year 1

Concepts and Foundations of Criminal Law and Offences against Persons

Assignment 50%,
Assignment 50%

Constitutional Law

In-class test 50%,
In-class test 50%

English Legal System

In-class test 50%,
In-class test 50%

Contract Law

Assignment 50%,
In-class test 50%

Criminal Law – Fraud and Crimes Against Property and Defences

Assignment 50%,
Assignment 50%

Public Law

In-class test 50%,
In-class test 50%

Year 2

European Union Law

Assignment 50%,
Exam 50%

Property Law

In-class test 50%,
Assignment 50%

Tort Law

Assignment 50%,
In-class test 50%

Equity and Trusts

Assignment 50%,
Assignment 50%

Land Law

In-class test 50%,
Exam 50%

Mooting and Advocacy Skills

Oral Assignment 35%,
Written Assignment 15%,
Oral Assignment 50%

Year 3

Company Law

Assignment 50%,
Exam 50%

Employment Law

Assignment 50%,
Exam 50%

Intellectual Property Law

Assignment 50%,
Exam 50%

Civil Litigation and Practice

Assignment 50%,
Exam 50%

Commercial and Consumer Law

Assignment 50%,
Exam 50%

International Human Rights Law

Oral Assignment/Individual Presentation 50%,
Assignment 50%

Course Objectives

This law degree lets students focus on applying knowledge in practice, using real-world legal scenarios. It gives students the knowledge, tools and experience that will ready them for a rewarding career as a legal professional. All modules are taught with reference to current legal practice, by experts in the field, in order to ensure students are up-to-date with all ongoing changes in the profession.

As students work towards attaining their LLB degree, they will develop a thorough understanding of the complexities of the legal system. They also develop key skills to help them navigate their new career.

We aim to give students a well-rounded education in all aspects of the law, so they will experience:

- close interaction with teaching staff
- learning support as an integral element of modules
- focus on employability skills, including presenting, mooting, advocacy, and research
- In addition, they will have the chance to learn from the wisdom and experience of leading guest speakers, including academics, barristers, judges and solicitors. Their expertise will raise students' awareness of how the law operates in the real world.

Admission Requirements

- High School Leaving Certificate with average 15/20
- AND
- GCSE, O'Level in English or IELTS 5.5 or 15/20 in English on the High School Leaving Certificate
- Exemptions may be granted on a case by case basis.

Career Progression

You could go on to work as a:

- barrister
- chartered legal executive (England and Wales)
- paralegal
- solicitor

Strategic Partners

The Strategic Partners represent companies which are global leaders in their respective fields and they shall offer as strategic partners among others:

- Guest Lecturing
- Material to students/lecturers
- Awards for Top-Performing students
- Internship and Work Opportunities
- Consulting Projects

Chrysostomides
Advocates & Legal Consultants

ELIAS
NEOCLEOUS
& Co LLC

Module Aims

Year 1

1. Concepts and Foundations of Criminal Law and Offences against Persons

The first aim of this module is to enable students to understand certain key aspects of criminal law, such as the criminal process, actus reus, mens rea, legal capacity and the main offences against the person and to consider possible reforms in the law. The second aim of the module is to further develop problem solving techniques, including the identification and application of relevant law to factual situations.

2. Constitutional Law

This module is designed to enable students to develop an understanding of the key principles and core concepts underpinning constitutional law.

The aims of the module are as follows:

- Understand what a constitution is and why it is necessary
- Understand the key characteristics of constitutions
- Understand the importance of constitutional principles
- Develop an understanding of the different sources of constitutional law
- Develop an understanding of the constitutional sources of the powers available to different governing

3. English Legal System

This module is designed to enable students to develop an understanding of the English Legal System.

The aims of the module are as follows:

- Understand the basic structure of the English Legal System
- Understand the different sources of law within the English Legal System
- Understand the various roles performed by key institutions and people within the English Legal System
- Develop an understanding of the criminal trial process, including the roles of the police and judges with respect to sentencing

4. Contract Law

The module examines the key areas of contract law including; formation of contract, consideration, terms of contracts, exemption clauses, vitiating factors, misrepresentation and remedies for breach. It aims to develop skills in the areas of legal problem solving and communication of this in a clear and professional manner.

5. Criminal Law – Fraud and Crimes Against Property and Defences

The first aim of this module is to enable students to understand certain key aspects of the criminal offences of fraud, theft, criminal damage, robbery, burglary and handling plus the main related defences available to defendants, and to consider possible reforms in the law. The second aim of the module is to further develop problem solving techniques, including the identification and application of relevant law to factual situations.

6. Public Law

This module is designed to enable students to develop an understanding of public law.

The aims of the module are as follows:

- Understand the main institutions involved in government
- Understand the linkage between constitutional law and administrative law
- Understand the sources of public law
- Develop an understanding of the main principles of public law such as the rule of law (including the principle of legality and due process), the separation of powers, Parliamentary sovereignty, Parliamentary accountability of the Executive, representative democracy and responsible government
- Develop an understanding of the key mechanisms available under administrative justice
- Develop an understanding of Judicial Review
 - the various hurdles, the procedure and the grounds for Judicial Review

Year 2

1. European Union Law

This module is designed to enable students to develop an understanding of the English and European Legal Systems.

The aims of the module are as follows:

- Understand the basic structure of the European Union
- Develop an understanding of the sources of law in Europe
- Understand the various roles performed by key law-making institutions in Europe
- Understand the key principles of EU law, including supremacy, direct effect, indirect effect and state liability
- Understand the Court of Justice of the EU and references under Art 267 TFEU
- Understand EU law relating to freedom of movement of goods and of workers

2. Property Law

Property law is the area of law that focuses on the various forms of ownership in real property (land) and personal property. Thus, property refers to legally protected claims to land and personal property. This module explores the respective concepts of property law in English Law, including Equity. We shall explore and critically consider the way in which people – often several at the same time - acquire rights over land, and how disputes over these rights can be avoided, and if not, avoided then resolved. The principles of the Land Registration Act 2002 will be a key part of the module.

3. Tort Law

The aims of the module are to:

- equip students with appropriate and relevant substantive and contextual knowledge of the rules, principles and policy factors underpinning the development and application of Tort Law in England and Wales;
- enable students to conduct research using appropriate information technology (IT), including statistics and other numerical data, in order to resolve problems caused by breaches of Tort related obligations and to maintain and update their expertise;
- help students to develop an understanding of how interpersonal interests are affected and protected by the Law of Torts; and
- facilitate the active development of skills in order to be able to make use of the process by which disputes involving Tort law are resolved.

4. Equity and Trusts

The aim of the module is to enable students to This module includes the study of both Equity and the law of Trusts in English Law. It introduces the concept of equity and explores the creation of equitable interests and the rules applicable to their transfer. It provides students with a knowledge and understanding of the trust mechanism and the rules which apply to its creation and operation. This module enables students to identify and analyse the different types of trust, examining the distinctions between express and implied trusts and the circumstances in which are expressly created and the circumstances in which implied trusts arise, together with the importance of such trusts and their application.

5. Land Law

This module will deal with the main principles of Land Law. Land law deals with the rights to use, alienate, or exclude others from land. We shall focus on the creation and determination of leases, encumbrances over land, in particular easements, the law of mortgages and the creation and passing of freehold restrictive covenants.

6. Mooting and Advocacy Skills

The module aims to enable students to undertake effective undergraduate study of law whilst instilling them with the skills required in the areas of oral presentation skills, advocacy and mooting.

Students will be provided with opportunities to become familiar with a range of legal research skills and drafting skills in the context of advocacy and mooting.

Year 3

1. Company Law

This module develops a critical understanding of the legal framework in which modern companies operate and in particular it examines the nature, formation, constitution, capital structure, internal affairs, management and insolvency of different companies in the context of modern business practice.

2. Employment Law

The first aim of this module is to enable students to understand certain key aspects of employment law, including the employment protection given to individuals and what remedies are available if these provisions are not complied with. The second aim of the module is to build on the knowledge of contract law which students have studied at level one and to apply this knowledge in a practical context. The final aim of the module is to further develop the problem-solving techniques, including the identification and application of relevant law, which students have been introduced to whilst studying modules at levels 4 and 5.

This module will look at key aspects of the function, practical context and principles involved in employment law. It will primarily focus on the major areas of individual employment law including wrongful dismissal, unfair dismissal and discrimination. The module will build on the knowledge of contract law, which all students will have, whilst also showing them one area of UK law where the impact of Employment Law is substantial and continuing.

3. Intellectual Property Law

This Module Study Guide has been designed to guide students studying the Intellectual Property Law module as part of the LL.B. The module will introduce students to the key areas in the law relating to Intellectual Property, including copyright, patents and trademarks.

4. Civil Litigation and Practice

- To enable students to understand the most common actions and procedures in civil litigation and practice (i.e. it provides context to the law already studied on the degree and complements the study of law, process and procedure covered in other modules on the LLB such as Contract Law, and Tort).
- To enable students to understand the way in which the law and procedure underpins legal practice.
- To encourage critical awareness of the development of the legal system and its changing nature.
- To further develop students' problem-solving techniques including identification of the relevant legal issues and procedures.
- To further develop students' legal skills such as interviewing, drafting, writing, advocacy and negotiation.
- Students that undertake this will be encouraged to participate in the Community Advice Project run by the School of Law and Criminology.

5. Commercial and Consumer Law

The object of this module is to introduce students to the law relating to commercial and consumer law, an area which affects us all. The aim of this module is to enable students to fully understand and contextualise the legal principles relating to selected commercial and consumer transactions and how these impact on businesses and consumers.

6. International Human Rights

The aim of the module is to enable students to understand the key concepts and processes of human rights protection within the UN and the regional systems and their attendant problems.



Artemiou Maria

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Cyprus Business School

UNIVERSITY OF WEST LONDON
The Centre University

07

Description of
Postgraduate
Programmes

01

MSc. HUMAN RESOURCE MANAGEMENT

(Corporate Strategy/
Corporate Sustainability)

(14 Months FT /
24 Months PT)

Modules

Compulsory:

1. Human Resource & Talent Management – **Yearly**
2. Organisational Behaviour & Change Management – **Yearly**
3. Employment Law – **Term 1**
4. Employee Relations – **Term 2**
5. Research Methods – **Yearly**
6. Dissertation – **Yearly**

For a specialisation in Corporate Strategy

Optional (2 out of 3):

7. Leadership & Corporate Strategy
8. International HRM
9. Strategic HRM

For a specialisation in Corporate Sustainability

Optional (2 out of 3):

10. Ethics & Corporate Social Responsibility
11. Equality, Inclusion and wellbeing in the Workforce
12. Critical Issues in HRM

Note:

All optional modules are subject to availability of lecturers and student demand. For a module to run, there must be a minimum of eight students.

Course Objectives

The programme's primary objective is to provide knowledge and develop different kinds of managerial skills for the effective management of human resources and for devising and implementing corporate strategy/governance in any corporate setting. Knowledge and competences lie in the minds of people of an organization. The emphasis of the programme is on human resources and on how any organization looking to create and maintain a competitive advantage, must connect recruiting, developing, and managing people for effective implementation of strategy and governance. This MSc programme will accelerate students' managerial and leadership development process. Those who graduate with this MSc are guaranteed to have an in-depth knowledge of management skills and operating techniques and that their existing knowledge will be significantly increased. Management in both the private and public sectors requires executive training, vision, analytical skills, the ability to implement far-reaching decisions, and the ability to self-reflect. These are some of the core learning outcomes of this MSc. The programme offers students the ability to specialize in either Corporate Strategy or Corporate sustainability, so allowing human resource managers to operate at a strategic level and manage their organisations effectively in the complex and uncertain business environment of today. The new specialisations are aligned with the new market trends and were developed in close consultation with the industry.

Recognition

The CIM MSc. HRM is the first MSc. of its kind to be offered in Cyprus and enjoys world-wide recognition. Apart from recognition by SHRM (US), the CIM MSc. HRM has been accredited by the Cyprus Quality Assurance Agency and is therefore recognised by KYSATS. Cypriot students are eligible to apply for government subsidy up to €3420.

Aims

- To acquire the technical skills required in human resource management.
- To identify the importance of motivation in terms of knowledge and practice as well as to maintain talented employees by reducing turnover.
- To enhance the ability to use data and apply analytical strategic skills in solving HRM problems and making competitive strategic decisions.
- To create an ability which will enable students to organize people and exercise leadership in culturally diverse environments.
- To enhance the ability to exercise ethical judgement and design corporate strategic decision making.
- To acquire the strategic knowledge necessary for effectively managing an organizations' human resources in a competitive manner.

Commencement

Classes commence in October.

The academic year runs from October to May, when the final exams take place. From June onwards, students work on their dissertation, which must be submitted in October.

Admission Requirements

Entry requirements are flexible and are based on a candidate's proven academic ability, motivation, experience as a manager or business executive, and an assessment of the benefits that he or she is likely to obtain from the programme. The usual minimum requirements are:

- / A Second Class Honours Bachelor Degree from an accredited University
- AND
- / IELTS 6.5 or equivalent

Assessment

Students sit examinations once a year, in May.

The weighting of results is as follows:

Assignments: 40%

Final exams: 60%

All modules have 2 assessment components:

- Two Assignments worth 20% each (January & April) for Yearly modules
- Final Examination for all modules* worth 60%

The pass mark is 50%

Students must pass all modules as well as the Dissertation.

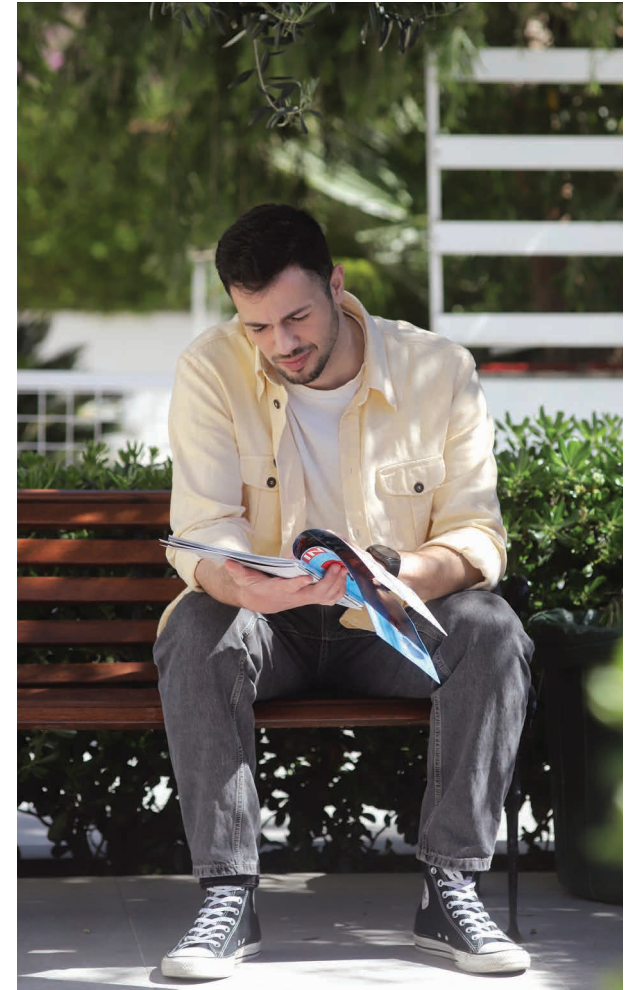
Note 1: *The module of Research Methods is assessed solely by the Research Proposal

Note 2: Some assignments are in the form of group work followed by a presentation and self reflective report

Dissertation

A key requirement of the MSc. is a dissertation of 10,000 words, which must be submitted at the beginning of October or, in case the dissertation is found wanting further revision by the Business School's markers, by December. The dissertation must be of satisfactory standard and must contain original research work. Students may be required to present and defend their work to an examining panel. The 10,000-word dissertation is a major part of the MSc. and a student not submitting an up-to-standard dissertation will not be awarded the degree. The dissertation must be on a pre-agreed topic, (agreed with the student's tutor), and should have a research bias. Students are expected to begin work on their theses once exams are over in June. They must submit their work at the beginning of October of the same year. Students are allocated a tutor, who assists them in the early stages of research. The Business School encourages students to undertake studies that are of a current concern to a real organisation, preferably their own if employed.

The pass mark is 50% and students' final grades will be indicated on their transcript. In case the dissertation is not of an acceptable standard, students, may re-submit their work, by mid-December at the latest, at a cost of 200 Euros. If the dissertation is again found to be unsatisfactory, then the student will fail their MSc.



Module Aims

1. Human Resource & Talent Management

This module aims firstly, to offer students a critical introduction to the key elements of human resource management as well as an introduction to the employment law on each of these elements. Secondly, it demonstrates how the social sciences can assist in understanding the management of human resources; and to examine and evaluate human resource policies and practices of organisations. Thirdly, it provides students with an in depth understand and critical knowledge of critical functions, which include human resources planning, recruitment, selection, performance management, compensation, training and development, employee relations and it develops students' ability to analyse and critically evaluate HR policies and practices.

It also aims to appreciate the critical role played by HRM in contributing to the performance and success of every organization. It also provides students an introduction to the Human Resource Information System field, its recent developments and assists students to appreciate its use in a modern organisation.

2. Organisational Behaviour & Change Management

This module aims to provide the student with the basics of organizational behaviour related to management. It focuses on translating management and organizational behaviour theory to practices that result in organizational effectiveness, efficiency, and human resource development. It also addresses issues such as workforce motivation, incentives, team building and office environments and how we can best manage the dynamics of organizational change. Furthermore, it examines the contemporary principles, techniques and research findings in management and organizational behaviour that are driving high performance and continuous improvement in business today. Finally, it provides the student with an understanding about Diversity in Organization, Attitudes and Job Satisfaction, Personality and Values, Perceptions and Individual Decision Making, Motivation Concepts, Communication, Leadership, Power and Politics, and Conflict and Negotiation. It also imparts knowledge on Organization Culture, Change and Stress Management and the understanding of management and organizational behaviour. These are concepts associated with continuous improvement in individual and group processes.

3. Employment Law

This module aims to build on the basic Employment Law knowledge students acquire during the course 'Managing Human Resources' and to provide the student with a working knowledge of the principles of employment Law with emphasis in Cyprus Labour Law and its effectiveness. It critically analyses the scope and limitation of the law with particular emphasis to the Cyprus Law and its relation to contract formation, recruitment and selection, employee/ employer rights and responsibilities and discrimination within the below five areas:

- Introduction to Employment law concepts and definitions
- Contract of employment
- Employment conditions and the Cyprus Law
- Termination of employment
- Dispute resolution

It also equips students with a deeper understanding of the legal regulation of termination of employment, the role of collective bargaining and employee participation in the workplace.

4. Employee Relations

This module aims to introduce students to a range of contemporary issues in employee relations, to encourage critical evaluation of different approaches to the management of employee relations, to prepare students for the practical challenges of managing complex employment relationships at work and to provide students with a theoretical foundation of key quantitative methods used in employee relations research.

5. Research Methods

The module aims to enable students to understand business research, offering an in-depth understanding of relevant approaches and elements of undertaking a research enquiry and to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem. It also produces a critically informed research proposal suitable for a coherent business project that shows detailed knowledge of a topic relevant to the student's programme of study. Finally, it ensures the development of critical core competencies and skills including, defining research questions; setting appropriate research objectives; study design that incorporates research objectives and budgetary constraints; secondary and primary data collection and instruments; sampling and analysis methods; effective reporting of results. The importance of

ethical conduct in conducting research in both a domestic and in international business contexts. Skills will be put into practice and insights gained to help solve a real-world business problem.

6. Dissertation

The dissertation provides a means to integrate the theory and knowledge gained from the variety of modules studied throughout the student's time in the programme. The primary aim of the project is to provide students with an opportunity to initiate their own research, collect and analyse qualitative and quantitative information and present their findings in a written report. Such an in-depth investigation enables students to produce a piece of work, which has been instigated, developed and produced as a result of their own initiative. The dissertation is therefore one of the means through which has the opportunity to develop and demonstrate the power of rigorous analysis, critical enquiry, independent judgment and clear expression.

The key aims of the dissertation module are to enable students to plan and conduct an extended piece of postgraduate business/management research, develop critical thinking and management skills towards a management role. Furthermore, to broaden students' perspectives beyond the limitations of their prior experience, significantly broaden students' creative and

research skills to produce original and thought-provoking solutions to real-world management problems and to provide a critical understanding of theory and research methodology.

7. Leadership & Corporate Strategy

This module aims to enable students to develop and expand their high-level understanding of Corporate Strategy and Leadership in the workplace, and to develop a critical and informed understanding of the business environment and business opportunities in which organisations operate. It also equips students with a range of tools and concepts of strategic analysis, business modelling that will enable them to assess the strategic position of business organisations and to develop them with strategic thinking and vision that can be utilized in formulating strategies, evaluating options, and implementing strategic decisions.

8. International HRM

This module aims to introduce students to theories and practices of international human resource management (IHRM). Students will develop skills to critically examine the influence of national institutions and culture on the choice and effectiveness of HRM practices. Being able to reflect on the role of HRM policies and practices in achieving desired employee and organizational outcomes, building on a discussion of the challenges and opportunities firms face in managing people and workplaces at the global level are further skills which will be developed.

9. Strategic HRM

This module aims firstly, to provide students with a critical understanding of the theories, principles, historical trends, current issues and practices relevant to human resource management strategy in organisations. Secondly, to support the development of subject specific and key transferable skills necessary for employment in roles, which require the effective management of both human and knowledge capital within the organisation, therefore extending beyond purely human resource management roles. Thirdly, to explore the shifting of roles from process manager or administrator to strategic business advisor and partner. Lastly, to provide an understanding of the unique strategic positioning of contemporary human resource management and the subsequent demands placed on professionals working in this area.

10. Ethics & Corporate Social Responsibility

This module aims to critically analyse the drivers of enterprise and wealth creation from the perspective of their ethical implications to investigate changing approaches and attitudes to sustainability and corporate social responsibility in the frame of corporate governance. To also critically evaluate frameworks for the discussion of business ethical issues and the use of tools for managing business ethics. Furthermore, it examines the impact of globalisation on enterprise and evaluates diverse ethical models and theories (normative and descriptive).

11. Equality, Inclusion and wellbeing in the Workforce

This module aims to introduce contemporary themes associated with HRM, with the objective of creating an in-depth and critical exploration of some of the challenges that we face in the workplace today. It delves in depth into issues such as managing diversity, changing patterns of work and careers, working ethically, well-being at work and work-life balance in the context of HRM and Corporate governance. It develops students' ability to analyse and critically evaluate multiple and often competing perspectives that pertain to HRM in today's workplace and governance.

12. Critical Issues in HRM

This module aims firstly, to introduce contemporary themes associated with HRM, with the objective of creating an in-depth and critical exploration of some of the challenges that we face in the workplace today. Secondly, to delve in depth into issues such as managing diversity, changing patterns of work and careers, working ethically, well-being at work and work-life balance in the context of HRM. Thirdly, to develop students' ability to analyse and critically evaluate multiple and often competing perspectives that pertain to HRM in today's workplace.



O2

MASTER OF BUSINESS ADMINISTRATION

(14 Months FT /
24 Months PT)

Modules

Compulsory:

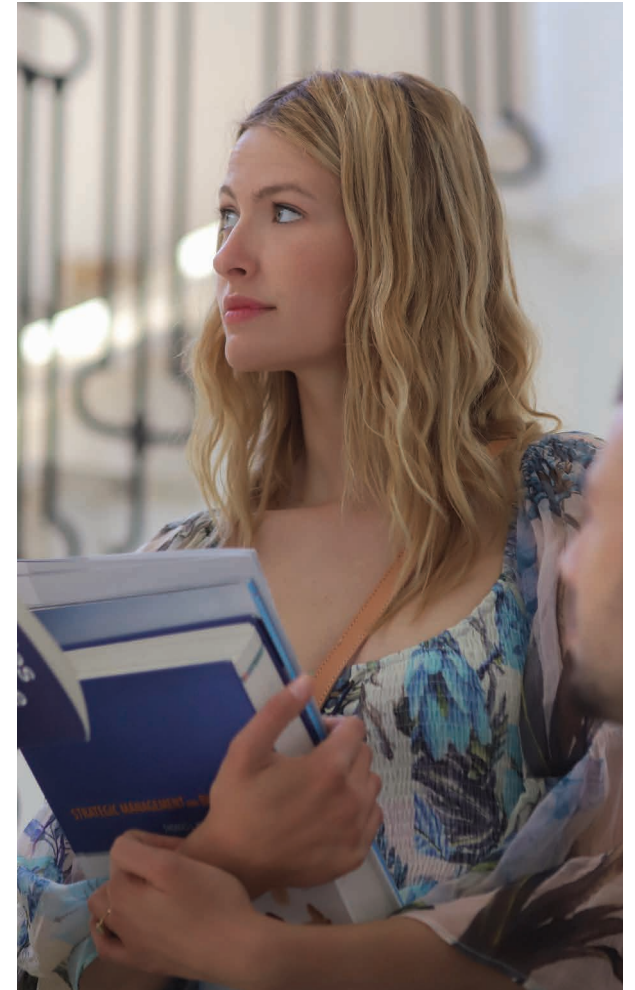
1. Strategic Management
2. Organisational Behaviour
3. Research Methods
4. Economics & Financial Management
5. Strategic Marketing

Optional (1 out of 4):

6. Operations Management
7. Entrepreneurship & Innovation
8. International Business & Cyprus in the Global Economy
9. Ethics & Corporate Social Responsibility

Note:

All optional modules are subject to availability of lecturers and student demand. For a module to run, there must be a minimum of eight students.



What is an MBA?

The MBA programme was originally developed in the United States and was introduced in the UK soon afterwards. It continues to grow in reputation and demand as the world's top business qualification. With the growing internationalisation of the world economy, an increasing number of companies and organisations now require top managers to have MBA Degrees. MBAs cover not only Business Administration but a variety of subjects, all of which are of vital importance to managers in the business and public sectors.

Why our MBA?

CIM-Cyprus Business School MBA programme has been designed for aspiring and ambitious Executives. Whatever the stage of your career, it will accelerate your managerial and leadership development process.

Gaining an MBA from Cyprus's top Business School will enable you to become more competitive in the market place as your knowledge of management skills and operating techniques will be significantly improved.

Management in both the private and public sectors requires the highest level of relevant executive training, as well as vision, analytical skills and the ability to implement far-reaching decisions.

Our MBA programme will make you look beyond narrow boundaries and horizons, preparing you for higher-level career planning. It has been designed by academic experts and business professionals for practising managers with previous relevant education, training and work experience, who are required to make a major contribution to the policy and philosophy of their organisations.

The specific focus of the programme is, to enable managers to operate at a strategic level and manage their organisations effectively in the complex and uncertain business environment of today. Our close links with the industry and the commercial and public sectors ensure that the CIM MBA programme is relevant and has high practical value.

Aims

- To provide you with a broad understanding of managerial techniques necessary for efficient decision-making
- To offer a global view of management, enabling students to face the challenges of the twenty-first century in a learned and informed way
- To promote increased managerial effectiveness and competence to help you understand the various strategic approaches to managing a modern business
- To enrich your personal development and managerial prospects by encouraging learning from your past experiences and current needs, while prompting you to speculate about the future prospects of their market

Recognition

The MBA offered in Nicosia and in Limassol alike is accredited by the Cyprus Quality Assurance Agency and upon completion can be submitted to KYSATS for recognition. As such, Cypriot students are eligible to apply for a government subsidy of up to €3420.

Commencement

Classes commence in October.

The academic year runs from October to May, when the final exams take place. From June onwards, students work on their dissertation, which must be submitted in October.

Weekly Hours Taught

The number of weekly taught hours for full-time study is 18 teaching periods per week. The total number of modules taught in one year is 6. For part-time students, the number of weekly teaching periods is 9.

Admission Requirements

Entry requirements are flexible and are based on a candidate's proven academic ability, motivation, experience as a manager or business executive, and an assessment of the benefits that he or she is likely to obtain from the programme. The usual minimum requirements are:

- / A Second Class Honours Bachelor Degree from an accredited University
- AND
- / 2 years of work experience
- AND
- / IELTS 6.5 or equivalent

Assessment

The weighting of results is as follows:

Assignments: 40%

Final exams: 60%

All modules have 2 assessment components:

- Two Assignments worth 20% each (January & April) for Yearly modules
- Final Examination for all modules (Term & Yearly) worth 60% (January and/or June)

The pass mark is 50%

Students must pass all modules as well as the Dissertation.

Note 1: *The module of Research Methods is assessed solely by the Research Proposal

Note 2: Some assignments are in the form of group work followed by a presentation and self reflective report

Dissertation

A key requirement of the MBA is a dissertation of 10,000 words, which must be submitted by the deadline at the beginning of October or, in case the Dissertation is found wanting further revision by the Business School's markers, by mid-December. The dissertation must be of satisfactory standard and must contain original research work. Students may be required to present and defend their work to an examining panel. The 10,000-word dissertation is a major part of the MBA and a student not submitting an up-to-standard thesis will not be awarded the degree. The dissertation must be on a pre-agreed topic (agreed with the student's tutor) and should have a research bias. Students are expected to begin work on their dissertation once exams are over in June. They must submit their work at the beginning of October of the same year. Students are allocated a tutor, who assists them in the early stages of their research. CIM encourages students to undertake studies that are of a current concern to a real organisation, preferably their own if employed.

The pass mark is 50% and students' final grades will be indicated on their transcript. In case the dissertation is not of an acceptable standard, students, may re-submit their work, by mid-December at the latest, at a cost of 200 Euros. If the dissertation is again found to be unsatisfactory, then the student will fail their MBA.

Module Aims

1. Strategic Management

Strategic Management aims at providing students with an understanding of the strategic aspects and decision making processes of the organization and the tools that top management employs. Furthermore, the module aims to provide students with an understanding of various organizational structures and management processes with emphasis on strategic decisions such as the resource allocations, mergers and acquisitions, diversifications, business analysis, competitor analysis and planning. Finally, the module discusses the role of top managers such as the CEO, or general managers as strategists and how these roles attempt to co-ordinate all business and functions in the organisation to reach its objectives and longer term goals.

2. Organisational Behaviour

The module of Organisational Behaviour focuses on the interaction of people in organizations and the consequences of their behaviour for organizational effectiveness and performance. Organisational structures, perceptions and attitudes, technologies and objectives provide the appropriate framework within the behaviour of individuals, groups, networks hierarchies and organizations. This module aims to provide students with an understanding of a systematic set of behavioural science concepts for analyzing human behaviour in organizations. Further it provides the opportunity for relating these theoretical ideas to realistic organizational problems through practical experience within the corporate environment. The module aims to increase the ability to influence, lead and manage others effectively in organizational contexts. The major theories and research findings in this area derive from the academic disciplines of psychology, sociology and anthropology and students will be required to familiarize themselves as directed. It is expected that the knowledge gained will be used in case study analysis. In this way students are expected to improve their ability to perceive the drivers of organizational behaviour and to form diagnostic conclusions as a basis for managerial action and change management.

3. Research Methods

Research is a logical and systematic search for new and useful information on a particular topic. It is an investigation for finding solutions to scientific and social problems through objective and systematic analysis. It is a search for knowledge that is a discovery of hidden truths. Here, knowledge means information about matters. The information might be collected from different sources like experience, human beings, books, journals, nature, etc. Research can lead to new contributions to the existing knowledge. Only through research it is possible to make progress in a field. Research is done with the help of study, experiment, observation, analysis, comparison, and reasoning. As such, this module introduces students to the essentials of Research Methodology and equips them with the necessary tools to conduct the research for their assignments and, particularly, their dissertation.

4. Economics & Financial Management

This is a joint module where students cover Economics in the first half and Financial Management in the second half. The aim of the Economics component of the module is to introduce students to economics and provide a foundation of economic understanding and knowledge so as to grasp the implications for businesses of changes in the economic environment. Moreover, it aims to develop the ability to use economic understanding and knowledge in examining and assessing a number of microeconomic and macroeconomic issues. As regards the Financial Management element of the module, it aims to cover the basic areas of financial management, which are of fundamental interest to corporate managers and to understand the basic principles needed to implement financial decisions both inside and outside the firm.

5. Strategic Marketing

The Strategic Marketing module aims to build upon the basic foundations laid by the Marketing module. In particular the module seeks to extend the depth of knowledge about the development of marketing strategies, and their implementation. On completion of the module students will understand the processes adopted by marketing professionals: analysis, development of marketing strategies, and critically, the ways in which these strategies are implemented, and refined in response to tactical/short term imperatives. The general intent of the module is to refine students' ability to make marketing decisions, and also to do so at a higher level than discussion previously. In particular the module will help students develop their ability to: choose the most effective analytic strategies, assess implementation and managerial implications; and critically evaluate strategic marketing analysis methods with respect to their validity and relevance in a range of marketplaces. The module will also explore the impact of marketing decisions upon the long-term evolution of markets; and market structures in terms of customers, competitors and market channels.

6. Operations Management

The Operations Management module provides a general introduction to operations and process management and explains how the operations function fits within the organisation overall. The module also explores how actors outside the core operations function have a role in, and engage in the management of processes.

The module will show students the wide organisational scope of operations management activity and will establish an understanding of the core concepts underlying the discipline. The module is introductory in nature, and while focused primarily on large organisations, it also looks at small organisations and even the management of individual "human" processes. It is intended as an introduction to operations management in both service and manufacturing organisations. Its intention is to provide the building blocks of those basic principles which are broadly applicable to most organisations. The module will introduce the basic principles of the "lean" operation, and show how managers can adopt lean principles in practice.

7. Entrepreneurship & Innovation

The Entrepreneurship and Innovation module is about entrepreneurs, innovators, and the things (products, services and processes) they create. Students often misunderstand the purpose of modules on entrepreneurship and innovation. Such modules – and this is no exception – are not “vocational”; they don’t tell you how to write a business plan, how to find VC funding for a start-up etc. Issues like these are certainly subjects that come up for appraisal, but our aim is to critically analyse them, not give you a “how to” for new venture creation.

Entrepreneurship is not confined to the context of new ventures or start-ups. For example, entrepreneurship can occur within large and mature organisations, and as often as not occurs within the non-profit sector. Similarly, innovation is not just about ideas, inventions and technology. In the module we take a very broad view of innovation, and for example will look at process innovations, and organisational innovations as well as new technology, products and services.

What the module is about, is creativity, and creative problem solving. The module will explore a range of different perspectives on entrepreneurship and the activities of entrepreneurs. If the module is at all “vocational” it is in inculcating a mind-set that supports entrepreneurship and innovation. The intention is to help you develop the understanding, attitude and skills that will help you create and implement “the new”.

8. International Business & Cyprus in the Global Economy

International Business & Cyprus in the Global Economy aims to develop in students a working knowledge of the global business environment, including its economic, political, legal and socio-cultural components. Moreover it aims to develop in students the ability to think strategically about leveraging various country differences to create worldwide competitive advantages. Through the module of International Business & Cyprus in the Global Economy students delve into the challenges that businesses face when entering foreign markets and when competing against local firms and other international companies, with a particular emphasis to the Cyprus economy. In addition, the module provides students with conceptual frameworks for analysing business opportunities globally and across countries in different stages of economic development.

9. Ethics & Corporate Social Responsibility

This module aims to critically analyse the drivers of enterprise and wealth creation from the perspective of their ethical implications. Moreover, students will investigate changing approaches and attitudes to sustainability and corporate social responsibility and will also critically evaluate frameworks for the discussion of business ethical issues and the use of tools for managing business ethics. Added to this, the module aims to examine the impact of globalisation on enterprise and evaluate diverse ethical models and theories (normative and descriptive). This module explores corporate responsibility and ethics from a multidisciplinary and multistakeholder perspective. It reviews theories and practice of corporate ethics, responsibility, and liability and illustrates how they apply to a number of complex business, development, and policy situations in the evolving global business landscape.

03

MASTER OF BUSINESS ADMINISTRATION WITH SHIPPING

(14 Months FT /
24 Months PT)

Limassol

Modules

Compulsory:

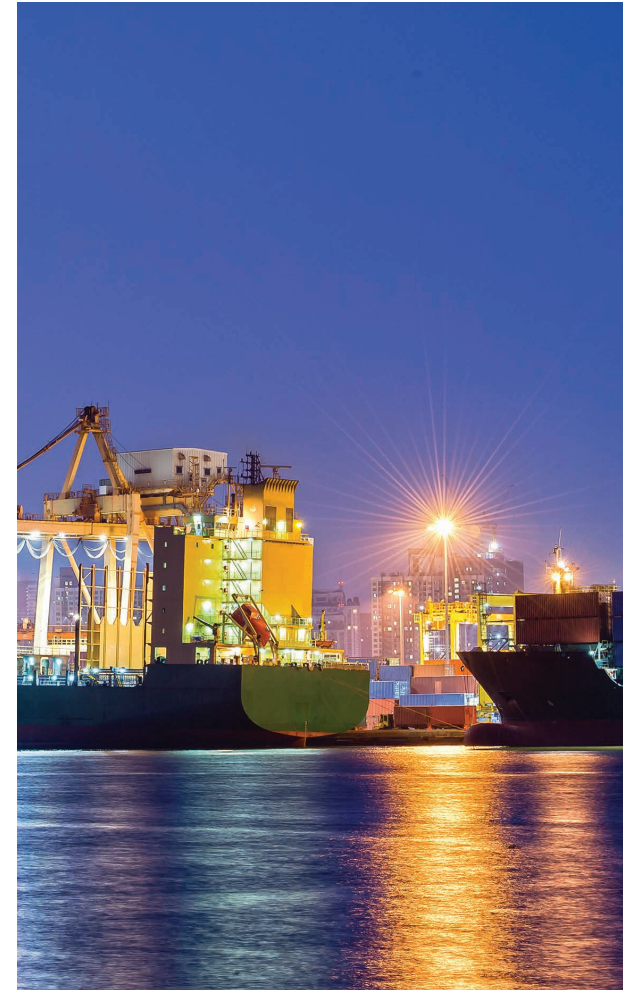
1. Strategic Management (12 ECTS) - Yearly
2. Organisational Behaviour (12 ECTS) - Yearly
3. Research Methods (12 ECTS) - Yearly
4. Maritime Economics (6 ECTS) - Term 2
5. Finance & Accounting (6 ECTS) - Term 1
6. Maritime Law (6 ECTS) - Term 1
7. Marine Insurance (6 ECTS) - Term 2

Optional (1 out of 5):

8. Shipbroking & Chartering Practice - Yearly
9. International Trade - Yearly
10. Entrepreneurship & Innovation - Yearly
11. Shipping Finance - Yearly
12. Maritime Logistics - Yearly

Note:

All optional modules are subject to availability of lecturers and student demand. For a module to run, there must be a minimum of eight students.



What is an MBA?

The MBA programme was developed originally in the United States and was introduced in the UK soon afterwards. It continues to grow in reputation and demand as the world's top business qualification. It has recently also branched out into specialisations – such as Shipping. With the growing internationalisation of the world economy, an increasing number of companies and organisations now require top managers to have MBA Degrees. MBAs cover not only Business Administration subjects, but a variety, all of which are of vital importance to managers in the business and public sectors.

Why our MBA with Shipping?

As one of the first higher education institutions in Cyprus to offer Shipping, and on the back of two very successful undergraduate programmes in Shipping, it was only a matter of time before we introduced our own MBA with Shipping. International Shipping has always been critical to the development of world trade, and Cyprus has always profited from it. The inter-relationships between falling transportation costs, economic growth and globalisation in the twentieth century have made Shipping one of the most profitable and exciting occupations. The CIM MBA with Shipping considers trading patterns and Shipping organisation in their legal, financial and managerial context.

The course delivers a comprehensive and integrated overview of the core modules essential to a thorough understanding of Business Administration and Shipping Management. It will develop your generic business skills, whatever your background or career stage, and it will enhance your critical analytical skills.

Further, the interdisciplinary nature of the programme will prepare you to be a future professional who can function effectively in the complex business environment of the global marketplace. The diversity of supporting activities within the highly dynamic trade and maritime industry and its various sectors, consisting of many hundreds of large, medium and small firms, makes this choice possible.

Aims

The specific objectives of the MBA with Shipping are that the students:

- To develop the intellectual skills necessary to contribute to developing strategies for the direction of international transport and trade;
- To become familiar with the main theories and practices of international shipping, transport and trade;
- To learn to identify and critically analyse the structures and institutions of managing and organising sea transport;
- To fully grasp the importance of the economic and regulatory institutions and practices of trade and transport.

Strategic Partners

The Strategic Partners represent companies which are local and global leaders in their respective fields and they shall offer as strategic partners among others:

- Guest Lecturing
- Material to students/lecturers
- Awards for Top-Performing students
- Internship Opportunities
- Master Consulting Projects



Recognition

The CIM MBA Shipping is the first MBA of its kind to be offered in Cyprus and enjoys world-wide recognition. Apart from recognition by the Business School of Chartered Shipbrokers (UK), the CIM MBA Shipping has been accredited by the Cyprus Quality Assurance Agency and is recognised by KYSATS. Cypriot students are eligible to apply for Government subsidy up to €3420.

Outcomes

Upon successful completion of this programme, the students should be able:

- To demonstrate a comprehensive knowledge and understanding of the structures, processes and institutional practices of trade and shipping in the global marketplace.
- To act as fully developed professionals who are capable of developing, implementing, and promoting activities relevant to international trade and shipping management, as well as the interaction of these with the world economic and financial systems.
- To demonstrate appropriate knowledge, research background and tools.
- To establish collaborative networks with other universities for the promotion of research and academic dialogue through student and academic staff exchange programs, as a means of acquiring experience, achieving effective exploitation of research results, good practice examples and innovation.
- To strengthen the communication and information-exchange channels among working groups, universities and other centres who study trade and transportation issues, locally, peripherally, and globally.

Commencement

Classes commence in October.

The academic year runs from October to May, when the final exams take place. From June onwards, students work on their dissertation, which must be submitted in October.

ECTS

Yearly subjects are worth 12 ECTS, Term subjects are worth 6 ECTS and the Dissertation/Company Research Project is worth 18 ECTS thus a total of 90 ECTS for the whole programme.

Weekly Hours Taught

The number of weekly taught hours for full-time study is 18 teaching periods per week. The total number of modules taught in one year are 6. For part-time students, the number of weekly teaching periods is 9. The total number of modules taught in one year are 3.

Entry Requirements

Entry requirements are flexible and are based on a candidate's proven academic ability, motivation, experience as a manager or business executive, and an assessment of the benefits that he or she is likely to obtain from the programme. The usual minimum requirements are:

- A Second Class Honours Bachelor Degree from an accredited University
AND
- 2 years of work experience
AND
- IELTS 6.5 or equivalent

Assessment

All modules have 2 components for assessment:

- Two Assignments worth 20% each (January & April) for Yearly modules
- One Assignment worth 40% (December or April) for Term modules
- Final Examination for all modules (Term & Yearly) worth 60% (January and/or June)

The pass mark is 50%

Note: Students must pass all modules as well as the Dissertation/Company Research Project.

Dissertation or Company Research Project

Students have an option between a Dissertation and a Company Research Project. The Dissertation must be of satisfactory standard and must contain original research work. Students may be required to present and defend their work to an examining panel. The 10,000-word dissertation is a major part of the MBA with Shipping and a student not submitting an up-to-standard thesis will not be awarded the degree. The Dissertation must be on a pre-agreed topic (agreed with the student's tutor) and should have a research bias. Students are expected to begin work on their Dissertation once exams are over in June. They must submit their work by the beginning of October of the same year. Students are allocated a tutor, who assists them in the early stages of research. CIM encourages students to undertake studies that are of a current concern to a real organisation, preferably their own if employed.

The Company Research Project allows students to apply classroom-taught knowledge and analytical research to solve a strategically significant issue that is highly relevant for business. It aims to enable students to demonstrate their ability to identify and solve challenging business problems through the identification of relevant information, the collection and analysis of data and the sharing of information in informative formats and contexts. The objective of the module is to facilitate the development of a coherent business project that shows detailed knowledge of a topic

relevant to Management and Shipping; to use the skills and insights gained during their studies to help solve a clearly defined problem and make a useful contribution to the existing academic and professional knowledgebase.

The Company Research Project is therefore one of the means through which the student has the opportunity to develop and demonstrate the power of rigorous analysis, critical enquiry, independent judgment and clear expression.

The pass mark is 50% and students' final grades will be indicated on their transcript. In case the dissertation is not of an acceptable standard, students, may re-submit their work, by mid-December at the latest, at a cost of 200 Euros. If the dissertation is again found to be unsatisfactory, then the student will fail their MBA.

Module Aims

1. Strategic Management

This module aims to enable students to develop a critical and informed understanding of the business environment in which organisations operate and of business opportunities as well as equip them with a range of tools and concepts of strategic analysis and business modelling that will enable them to assess the strategic position of business organisations. Students will also develop strategic thinking and vision that can be utilised in formulating strategies, evaluating options, and implementing strategic decisions.

2. Organisational Behaviour

The aim of this module is to delve into translating management and organizational behaviour theory to practices that result in organizational effectiveness, efficiency, and human resource development. The module will also address issues such as workforce motivation, incentives, team building and office environments and how we can best manage the dynamics of organizational change. In addition, this module will examine the contemporary principles, techniques and research findings in management and organizational behaviour that are driving high performance and continuous improvement in business today and provide the student with an understanding of management and organizational behaviour, concepts associated with continuous improvement in individual and group processes.

3. Research Methods

The module aims to enable students to understand business research, offering an in-depth understanding of relevant approaches and elements of undertaking a research enquiry; Students will be provided with the necessary skills and knowledge to determine the information necessary to address an identified research problem and produce a critically informed research proposal suitable for a coherent business project that shows detailed knowledge of a topic relevant to the student's programme of study; Students will also develop critical core competencies and skills including: defining research questions; setting appropriate research objectives; study design that incorporates research objectives and budgetary constraints; secondary and primary data collection and instruments; sampling and analysis methods; and effective reporting of results; as well as the importance of ethical conduct in conducting research in both a domestic and in international business contexts; Additionally, students will put into practice skills and insights gained to help solve a real-world business problem.

4. Maritime Economics

This module aims to analyze the role of maritime economics in the economy, trade, society, and general welfare. Students will be familiarized with the evaluation and application of the basic variables of supply and demand for ships and shipping service, as well as the application of these variables in the process of freight rate determination. Furthermore, this module will equip the students with knowledge and tools to conduct relevant and theoretically sound analyses of shipping markets – and have the ability to provide qualified explanations of the trends and cycles in these markets, together with making predictions of the future development of the markets.

5. Finance & Accounting

The module aims to enable students to understand the principles and most common techniques that underlie financial and management accounting. Moreover, they will develop an in-depth knowledge of managerial uses and limitations of accounting data, and techniques of financial analysis.

6. Maritime Law

Through this module, students will be introduced to general principles of maritime law, carriage of goods by sea law, and basic principles of marine insurance. In addition, a systematic and methodical approach to cover the module syllabus through the use of case studies is adopted. The module will familiarise students with the various legal concepts by analysing case law, interpreting statute and international conventions and applying the relevant principles involved to commercial situations.

7. Marine Insurance

This module is designed to provide students with the tools necessary for interpretation, critical analysis and practical application of the clauses commonly used in the London Market in Hull, Cargo, Liability and Offshore Energy insurance contracts. It adopts a systematic and methodical approach to cover syllabus through the use of case studies. Students will be familiarized with the various legal concepts by analysing case law, interpreting statute and international conventions and applying the relevant principles involved to commercial situations.

8. Shipbroking & Chartering Practice

This module aims to provide, enhance and develop knowledge of the chartering procedures (dry cargo and tanker), taking into consideration all parties involved in the process. Main focus is put on the following areas of the module: parties involved; market reports; freight indices; offers and counteroffers; details required to be included in offers; negotiations; recapitulation; voyage estimation; charter party types; drawing up charter parties; common clauses. In addition to the above, emphasis will be given to laytime calculation and advance understanding of the charter party clauses with comparison of wording of different charter parties.

9. International Trade

Through this module students will be introduced to many important domains of knowledge of international trade and international marketing. Additionally, the module will review international trade theory as international marketing and examine the influence of culture on international business decisions. By exploring how all functional business areas (operations, marketing, management, accounting, finance, human resources and law) change in international setting, students will develop a strategic framework for analyzing international business decisions while applying international marketing practices. Not only will the module provide a thorough review and analysis of the international trade and business environment, but it will also equip students with tools to apply this knowledge to practical aspects of doing business in international markets. Finally, students will be provided with a good understanding of the complex nature of international trade and business activities.

10. Entrepreneurship & Innovation

This module introduces students to developing and/or creating a new venture, including:

- Uncovering opportunities for innovation
- Building a business model to extract maximum value from innovative ideas
- Financing new ventures

It also aims to help students develop new skills and gain knowledge about innovation that will enhance their ability to contribute to the long-term competitiveness of businesses. The module is designed to meet the needs of future managers, entrepreneurs, and investors. Finally, it assists students in understanding the link between entrepreneurial activity and economic development, where creativity and innovation underpin all successful entrepreneurship.

11. Shipping Finance

This module analyzes all forms of corporate financing such as equity, bank financing and joint ventures. In the course students will be given an opportunity to evaluate alternative sources of funding in relation to the characteristics of shipping investments, as well as the conditions of the global shipping market. Furthermore, emphasis is given to the advantages and disadvantages of each form of financing as well as to the particular characteristics of the shipping industry, such as the extremely high volatility of freight rates and ship prices.

12. Maritime Logistics

The module aims to provide students with an understanding of the challenges involved in the management of systems for the transportation of goods by sea as well as the optimization of maritime transportation and distribution systems. Another objective of the module is to stress and enable students to critically interrogate the importance of the maritime industry within global logistics and supply chain and the impact of current business patterns in logistics and supply chain within the maritime sector. In addition to these, the module offers the tools necessary for the understanding and the ability to assess the strategic approach of shipping companies in the globalised market place as well as the logistics-related challenges faced by global port operators.



Tilemachou Marianna

BA (Hons) Business Studies with...

CM¹ Cyprus Business School

UNIVERSITY OF WEST LONDON
The Open University

04

UWL MSc. DIGITAL MARKETING

(12 Months FT /
24 Months PT)



Modules

FULL TIME (Start September or February)

Term 1

1. Global Brand Management and Leadership
2. Strategic Marketing and Psychology in a Digital Era
3. Digital Retail Environments – New Paths to Purchase

Term 2

4. Digital Tools
5. Content Marketing and Campaign Management
6. Innovation, Creativity and Digital Futures

Term 3

7. Digital Marketing Consultancy Project**
8. Digital Marketing Dissertation**

PART TIME (Start September or February)

Term 1

1. Global Brand Management and Leadership
2. Strategic Marketing and Psychology in a Digital Era

Term 2

3. Digital Retail Environments – New Paths to Purchase
4. Digital Tools

Term 3

5. Innovation, Creativity and Digital Futures
6. Content Marketing and Campaign Management

Term 4

7. Digital Marketing Consultancy Project**
8. Digital Marketing Dissertation**

* The rationale for the timing of the consultancy project is to match the seasonal nature of the demand of consultancy work.

** Pre-requisites for progression to the Digital Marketing Consultancy Project or Digital Marketing Dissertation: Successful completion or RPL (or a combination thereof) for at least 5 modules (100 credits).

Course Objectives

Each module contains the latest content relevant to present day practice within the digital marketing industry and embeds key skills required for digital marketing practitioners, such as management skills for marketing professionals and research methods in marketing. This dynamic course has a very strong focus on integrated learning, where the teaching and assessments will simulate real life marketing situations with industry client-inspired digital marketing projects, to prepare students to pursue a successful career in digital marketing.

The main aims of the course are to enable students to:

- Gain a comprehensive understanding of a range of theories, concepts, and policies relevant to digital marketing, and develop a critical awareness of current problems and/or new insights, much of which is at, or informed by, the forefront of the rapidly evolving digital marketing discipline.
- Identify and critically apply appropriate digital tools and technologies to provide creative digital marketing solutions at a strategic level.
- Demonstrate originality in developing creative assets for digital marketing content and designing effective digital marketing strategies.
- Systematically and creatively deal with complex issues and make strategic decisions in complex and unpredictable situations.
- Undertake academically rigorous independent research, work on digital marketing projects

and campaigns, and enhance their capacity to communicate research findings, ideas, and arguments effectively in both written and visual forms.

- Demonstrate self-direction and originality in tackling and solving problems, and act autonomously in planning and implementing tasks as a digital marketing practitioner.
- Engage in continuing professional development and advance their knowledge, understanding and skills in digital marketing.

Strategic Partners

The Strategic Partners represent companies which are global leaders in their respective fields and they shall offer as strategic partners among others:

- Guest Lecturing
- Material to students/lecturers
- Awards for Top-Performing students
- Internship Opportunities
- MBA Consulting Projects



Learning and Teaching Strategy

The teaching, learning and assessment strategy for this course incorporates diverse thinking into the curriculum by bringing in case studies of local and global companies, as well as live client projects, and ensuring that the examples used are relatable by students from different cultural backgrounds. The teaching and learning aspects are designed to be student-centric and encourage students' active engagement in form of class attendance, class discussion and participation. The rationale is to enhance students' learning and understanding of the subjects as well as encourage them to become independent learners and critical thinkers. Each student will be allocated an academic personal tutor, who will provide support or guidance.

Students will experience a variety of teaching and learning activities relevant to the digital marketing modules studied. The learning and teaching activities will take place in workshops which allow students to participate fully in discussions. Students may be asked to work in small groups or pairs and will be required to research and present findings to the rest of the class. Students will be provided reading list and/or exercises to read and practice in their own time.

Admission Requirements

- An honours degree (2:2 or above) from a UK university or equivalent, or a Chartered Business School of Marketing (CIM) Professional Diploma.
- UWL also considers applications from those who do not have a formal qualification but have extensive marketing experience. In this case, the applicant would be invited to interview and maybe required to undertake a short-written paper in order to assess their suitability for the academic demands of the course. All applications are considered on an individual basis.
- IELTS 6.5 or equivalent

Assessment

Global Brand Management and Leadership

Written Assignment 40%, Artefact 20%,
Oral Assignment 40%

Strategic Marketing and Psychology in a Digital Era

Oral Assignment 20%, Written Assignment 30%,
Artefact 50%

Digital Retail Environments - New Paths to Purchase

Written Assignment 50%, Written Assignment 50%

Digital Tools

Written Assignment 50%, Written Assignment 50%

Content Marketing and Campaign Management

Written Assignment 20%, Artefact 50%,
Oral Assignment 30%

Innovation, Creativity and Digital Futures

Written Assignment 50%, Oral Assignment 50%

Digital Marketing Consultancy Project

Written Assignment 10%,
Written Assignment 50%, Oral Assignment 40%

Digital Marketing Dissertation

Written Assignment 10%, Written Assignment 90%



Module Aims

Global Brand Management and Leadership

This module aims to introduce the context of global branding and brand development, in correlation with the complex dynamics of global marketing. You will learn how to adopt a strategic approach to branding and communication in a global digital context, defining the concepts of brand architecture, brand growth to measurements of brand equity and evaluating brand performance.

Strategic Marketing and Psychology in a Digital Era

This module aims to create a productive discourse on contemporary marketing challenges and future digital marketing trends and their impact on marketing, industry, consumers and the environment. You will gain the knowledge and skills required to develop and provide an industry-standard, consultative approach to defining and delivering effective marketing projects.

Through this module, you will also gain a valuable portfolio of marketing and research skills which would enable you to critically reflect on the role and responsibilities of contemporary marketers, develop effective marketing proposals and gain an in-depth understanding of conducting research in marketing.

Digital Retail Environments – New Paths to Purchase

This module covers understanding, measuring and evaluating the online consumer journey, exploring how customer relationship management (CRM) is an effective technique in planning long-term customer retention and growth, and how to further enhance your ability to develop and propose consultative recommendations for new approaches covering social media marketing platforms, multichannel and omnichannel marketing strategies.

The module comprehensively presents concepts and theories of evolving consumer behaviour and new paths to purchase in the digital retail environment. It illustrates the dimensions of social psychology and its relationship to brands and branding, and also the way in which an emotional attachment with a brand influences the decision-making process.

Digital Tools

The module is designed to help you develop the ability to assess the potential of digital tools for acquiring, converting and retaining customers and develop channel-specific testing and search engine optimisation strategies that maximise return on marketing investment.

You will assess the way in which digital channels provide marketers with unique opportunities to improve the effectiveness of campaigns through continuous testing, analysis and optimisation throughout the module with a blend of theoretical models and hands-on practice.

Content Marketing and Campaign Management

This module aims to explore the central role of content marketing within the context of the explosive growth of “the creator economy” in modern marketing communications.

The rapid expansion of creative content, posted by consumers, influencers to global companies via social media digital channels, (i.e. Instagram, YouTube, Facebook, TikTok, LinkedIn, Twitter etc) combined with the use of mobile devices, broadband and Wi-Fi, has brought added complexity to the work of marketing strategists and planners.

Understanding consumer contexts and leveraging defining customer preferences have become critical parts of the decision-making process in order for marketers to deliver engaging content for marketing campaigns. Through this module, you will be able to gain an in-depth understanding of data-driven marketing and explore effective campaign development and management.

It would also enable you to further develop strategic thinking, planning, creative, and research skills.

Innovation, Creativity and Digital Futures

This module aims to provide a comprehensive guide to digital product and services creation in a marketing context.

Through this module, you will also gain a range of valuable skills including project management, innovation and collaboration and research skills, which will enable you to explore a marketing idea through analysing the market and develop the concept for a minimum viable product along with a product/service launch marketing proposal.

Digital Marketing Consultancy Project

This module is neither a taught module in the same way that any of the other modules are taught nor a traditional research-based project. It is a student-led consultancy project where you (with support from allocated tutor/supervisor) will have the opportunity to work with, though not necessarily in, a company on a clearly defined project addressing a real issue set by the organisation.

Through this module, you will be able to gain practical experience and apply and develop a range of skills including analytical, communication, project management, consultancy, research and other transferable skills. The module also enables you to apply the knowledge and skills gained from previous modules on this course to solve a real business problem or explore a real business opportunity, and in doing so, you will be able to reflect on your personal learning journey, gaining vital experience as a digital marketer and also making a valuable contribution to the business.

Please note, the MSc course will be taught over 12 months, however, students who wish to do the Digital Marketing Consultancy Project but are unable to find a Consultancy Project during the summer (due to the seasonal nature of the demand for digital marketing consultancy projects), can attempt the module during the following September semester, or do the Digital Marketing Dissertation instead.

Digital Marketing Dissertation

This is a student-led independent academic research module where you (with support from allocated tutor/supervisor) will be able to apply the knowledge and skills gained from all other modules on this course (such as management, marketing and research skills) to understand digital marketing research and contemporary issues, and produce an academic dissertation which identifies, critically analyses and provides strategic solutions to challenging digital marketing issues.

In doing so, you will also be able to make a useful contribution to the existing academic and professional knowledge base.

The associated substantive documentation will, in addition to describing the theoretical and practical aspects of the project, demonstrate the effective and efficient application of the research methods taught in the particular topic of the project undertaken.



05

UWL MA LUXURY HOSPITALITY MANAGEMENT

(12 Months FT /
24 Months PT)



Modules

FULL TIME (Start September)

Term 1

1. The Luxury Hospitality Business Environment
2. Designing the Customer Experience
3. Business Performance Analysis
4. Researching Luxury Organisations

Term 2

5. Brand Reputation Management
6. Strategic Practice in Luxury Hospitality Management

February-September

7. Dissertation

FULL TIME (Start January)

Term 1

1. Researching Luxury Organisations
2. Strategic Practice in Luxury Hospitality Management
3. Brand Reputation Management

Term 2

4. Business Performance Analysis
5. Designing the Customer Experience
6. The Luxury Hospitality Business Environment

June-January

7. Dissertation

PART TIME (Start September)

Term 1

1. The Luxury Hospitality Business Environment
2. Designing the Customer Experience

Term 2

3. Brand Reputation Management
4. Researching Luxury Organisations

Term 3

5. Business Performance Analysis
6. Dissertation

Term 4

7. Strategic Practice in Luxury Hospitality Management
8. Dissertation

PART TIME (Start January)

Term 1

1. Brand Reputation Management
2. Strategic Practice in Luxury Hospitality Management

Term 2

3. The Luxury Hospitality Business Environment
4. Designing the Customer Experience

Term 3

5. Researching Luxury Organisations
6. Dissertation

Term 4

7. Business Performance Analysis
8. Dissertation

Course Overview

The MA in Luxury Hospitality Management is a postgraduate award in the business management field which is explicitly oriented to luxury hospitality management. Given that the luxury sector is the fastest growing segment of the \$6 trillion global hospitality industry and is becoming increasingly eclectic and highly competitive, this postgraduate course is specifically designed to provide students with the skills, knowledge and insight to develop a global vision of the business and the ability to successfully design and manage a luxury hospitality brand.

Outcomes

Upon successful completion of this programme, the students should be able:

- To develop a comprehensive and systematic understanding of the business of luxury hospitality management and its interrelationship with other relevant disciplines including economics, cultural studies and sociology.
- To demonstrate an understanding of current theoretical approaches in luxury lifestyles, designing and delivering customer experiences, reputation and risk management, business performance and on/off-line strategies.
- To demonstrate an understanding of current methodological approaches in business and academic research and appreciate how these affect the way that knowledge is interpreted.

Study & Career Progression

Your knowledge of international business strategy and brand management will be useful in a range of sectors. Once you graduate you could go on to work as an:

- brand manager
- hotel manager
- luxury travel adviser
- corporate communications consultant
- advertising account director
- PR consultant
- marketing manager.

Course Objectives

This course combines a dedicated academic focus with a study of contemporary managerial and strategic issues. You will learn about the business environment in which luxury brands operate, the customer experience and reputation management in the digital world of luxury hospitality management.

To help you develop your advanced management skills, you will focus on the subtleties that separate businesses and services in the luxury hospitality sector today. This will allow you to develop a critical understanding of the operational, financial and cultural imperatives of luxury hospitality and the impact of changes in that environment at national and international levels.

You will address the opportunities and challenges involved in designing the customer experience within the luxury hospitality industry, focusing on the strategies that will help your future employer to achieve their goals.

You will also develop your ability to understand the broader demands of management at higher levels, including measuring and analysing the financial, social and environmental performance of the business.

We have been offering postgraduate courses in hospitality management since 1991 and have strong links with leading figures in the industry, many of whom are Patrons, Fellows and alumni of the School.

Admission Requirements

- An honours degree 2.2 or equivalent in any subject / discipline.
- Where applicants' combined qualifications do not meet the above requirement, their application may still be considered if there is strong evidence of experience working in an educational setting. In this case the applicant would be invited to interview and maybe required to undertake a short written paper in order to assess their suitability for the academic demands of the course. An offer of a place may subsequently be made.
- We also consider applications from those who have gained relevant skills through a wide range of vocational qualifications or responsible experience. Similarly, the applicant would be invited to interview and maybe required to undertake a short written paper in order to assess their suitability for the academic demands of the course. An offer of a place may subsequently be made.
- International students need to meet our English language requirement of achieving IELTS at 6.5 or above with relevant minimum requirements in all four elements.

Assessment

The Luxury Hospitality Business Environment

Assignment 30%, Assignment 70%

Designing the Customer Experience

Oral Assignment 30%, Assignment 70%

Business Performance Analysis

Assignment 50%, Assignment 50%

Researching Luxury Organisations

Oral Assignment 20%, Assignment 80%

Brand Reputation Management

Assignment 30%, Assignment 70%

Strategic Practice in Luxury Hospitality Management

Oral Assignment 30%, Assignment 70%

Dissertation

Assignment 100%

Strategic Partners

The Strategic Partners represent companies which are global leaders in their respective fields and they shall offer as strategic partners among others:

- Guest Lecturing
- Material to students/lecturers
- Awards for Top-Performing students
- Internship and Work Opportunities
- Consulting Projects

Module Aims

The Luxury Hospitality Business Environment

In this module, you will develop a critical understanding of the Luxury Hospitality Business Environment, the Luxury Consumer and the factors that influence the sustained growth of this sector.

Designing the Customer Experience

In this module, you will address the unique opportunities and challenges that the luxury hospitality industry faces when designing, implementing, and delivering a customer experience.

The module is underpinned by the sociological, cultural, and historical perspectives of international luxury lifestyles that determine patterns of consumption and usage. It incorporates models and concepts drawn from new product and service development theories and innovation management forming a comprehensive understanding of 'experience centric' luxury production and consumption. It will be underpinned by the leadership and cultural perspectives that determine the service-profit chain of human-centred service design which links external customer satisfaction with internal customer satisfaction in the co-creation of the customer experience.

Business Performance Analysis

The module aims to provide you with a sound grasp of the principles of integrated reporting. It will enable you to evaluate the strategy and the strategic performance of a luxury hospitality business and develop a critical awareness of the business's role as a corporate citizen. You will be able to apply the knowledge you acquire from this module to a listed luxury hospitality company of your choice, for example:

- hotel or resort group
- boutique hotel group
- foodservice or restaurants group
- corporate hospitality services and contract caterers.

The content studied will also contribute towards the completion of your personal development plan (PDP).

Brand Reputation Management

In this module, you will gain the necessary knowledge and skills that are needed to manage a luxury hospitality brand and its reputation. You will be able to apply social evaluation theory to a given case study and be able to detect early signals of the emerging crisis of a luxury brand. You will also be able to develop an advanced level of understanding of the importance of luxury brand reputation management through appreciation of the anti-laws of marketing a luxury brand and how brand reputation is managed and communicated to different stakeholder groups.

Strategic Practice in Luxury Hospitality Management

In this module, you explore how managers go about 'doing' strategy in organisations. It considers the actions and behaviours of individuals at middle and senior management levels, and how these contribute towards the practice of strategizing. You will achieve this by looking at theoretical concepts such as socio-materiality, sensemaking, and the use of metaphor in shaping different strategic approaches.

Researching Luxury Organisations

In this module, you will focus on both dissertation and internship routes which will prepare you for the final MA project, i.e. dissertation or internship portfolio, as well as for your future career in the industry. It focuses on the understanding of particularities of luxury organisations' corporate behaviour and culture. As part of this element, you will explore pertinent issues within Luxury Hospitality organisations. In order to do so, you are required to evaluate and apply a range of research skills and approaches.

Dissertation

This module aims to provide an opportunity for in-depth and rigorous enquiry which allows the enhancement and application of research skills acquired, to be put in to practice. The dissertation seeks to consolidate powers of critical analysis, creativity and evaluation.

You will have to demonstrate responsibility in planning and managing resources necessary to produce a coherent academic/business research project, which shows detailed knowledge of a topic relevant to your programme of study.

08

Description of
E-Learning
Programme

E-Learning MASTER OF BUSINESS ADMINISTRATION (18 Months)

Modules

Compulsory:

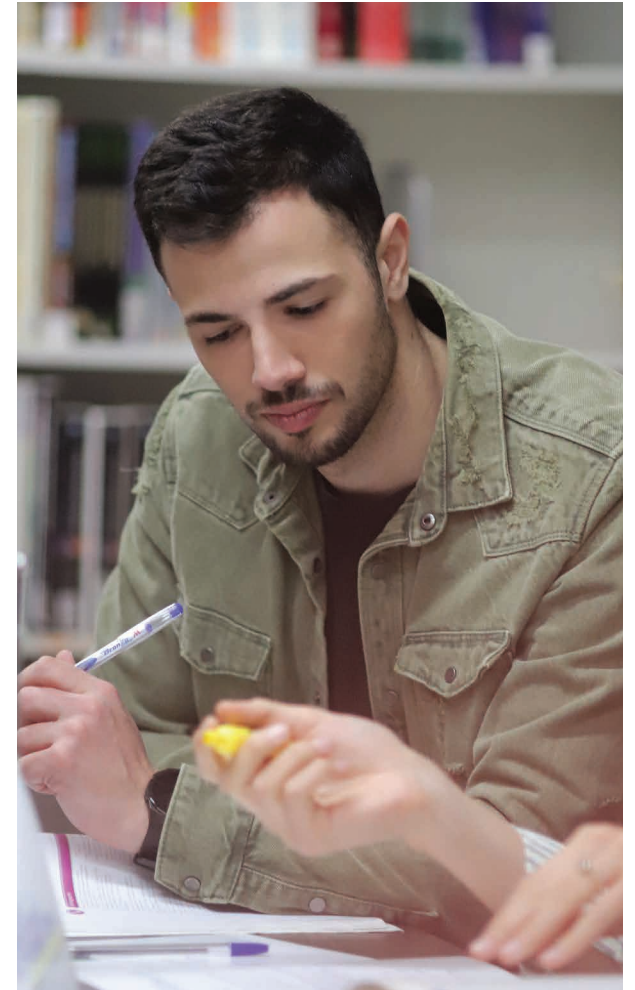
1. Organisational Behaviour
2. Strategic Management
3. Economics & Financial Management
4. Entrepreneurship & Innovation
5. Research Methods
6. Capstone Project

Elective (2 out of 5):

7. Strategic Marketing
8. Ethics & Corporate Social Responsibility
9. International Trade
10. Operations Management
11. International HRM

The course is made up of five compulsory modules and five electives (from which you choose two).

In addition, there is a compulsory Capstone Project. All modules carry 12 ECTS. The Capstone Project carries 18 ECTS.



Course Overview

The brand new e-Learning MBA programme by CIM-Cyprus Business School is a distance-learning Masters that combines flexibility with in-depth study of the latest analytical and strategic management skills.

This e-Learning MBA, developed by expert academics and seasoned industry professionals, brings together CIM's decades-long experience in distance learning, its close connection with industry, innovative teaching methodologies, and its long and proven commitment to working individuals.

The e-Learning MBA from CIM covers ideas and concepts derived from a wide range of business-related fields, enabling students to respond creatively and effectively to the challenges of the global business environment.

Key Features

- A coherent and integrated course of study that appeals to in-career professionals and ambitious graduates who want to learn how to operate within increasingly complex, dynamic and diverse external environments;
- An innovative and carefully-curated programme that will spark students' intellectual acumen and promote synthesis, reflection, and analysis of complex and changing environments and build graduates' practical management competence through engagement with business;
- A course that pays particular attention to students learning to plan, develop, and implement executive responses to changing environments, using an interdisciplinary approach to management.
- Classes led by lecturers with intimate knowledge of different international contexts and experience at top international universities
 - A course that mixes independent study, webinars, tutorials, one-to-one meetings, group work, and opportunities for enterprise visits (physical and virtual), and which promotes creative and entrepreneurial approaches to problem solving.
 - Consisting of a set of core subjects, a selection of elective modules, and an individual Capstone Project based on experiential learning.
 - Option for a non-credit preparatory module, ensuring students will be fully equipped with key study skills.
- Custom-made state-of-the-art learning platform called GATE, expertly designed and maintained to ensure an engaging and interactive experience.
- A wealth of e-resources and CIM's famous administrative and academic support throughout.

Gate

For the purposes of the e-Learning MBA, the CIM e-Learning Unit designed a purpose-built platform called GATE.

This platform is an interactive social hub where learning happens in a social and constructivist way.

GATE incorporates recorded lecturers, activities, discussion forums, and other forms of interaction with fellow students and lecturers. Moreover, GATE is seamlessly connected with the CIM intranet, through which students monitor and manage their studies.



Programme Design & Structure

Effective management requires a combination of broad strategic management knowledge and specialist analytical skills.

The core subjects of the CIM e-Learning MBA cover essential areas of general management while optional modules and the individual Capstone project enable students to build and apply knowledge gained on these core areas.

All courses draw on work-related, work-based, and work-integrated learning. The curriculum of the each module has been designed with employability at its core. Employability skills are embedded in every module of the programme. Both compulsory modules – Strategic Management, Organisational Behaviour, Economics & Financial Management, Entrepreneurship & Innovation, and Research Methods, – and all elective modules emphasise applicable skills and the crafting of professionals who will thrive in all business management roles.

E-Learning Methodology

Our e-learning methodology, developed and refined over several years, draws on the most tested and effective models of online teaching and is based on five important pillars:

- **Access and Motivation**, ensuring a welcoming, communicating and motivating approach and philosophy for all;
- **Online Socialisation**, ensuring that all students participate actively and learn from each other;
- **Information Exchange**, ensuring that all lecturers explain and summarise each session's learning outcomes and check understanding at all stages;
- **Knowledge Construction**, ensuring a holistic approach to learning and the combination of different teaching methods and techniques;
- **Development**, ensuring that all students benefit from individual plan development and close monitoring of their performance and progress.

Capstone Project

This e-Learning MBA includes a compulsory Capstone Project.

Capstone Projects are included in some of the world's top MBAs and are increasingly used by educators instead of the traditional dissertation. They are experiential projects where students take what they have learnt throughout the course of their programme and apply it to a specific idea or case study. In designing a Capstone Project, we were mindful of offering a culmination of learning gained at the time of the project start (the synthesis, integration, and application of acquired knowledge) rather than the acquisition of still further new knowledge. The CIM e-Learning MBA programme is geared towards working professionals; Capstone Projects give students the ability to take the knowledge and theory they have learned and apply it in a real-world setting, communicating this impact appropriately in written and spoken forms. A specialist tutor will be with you throughout this process.

Group work

What makes us unique at CIM is the emphasis we put on team work and on making our students feel welcome and empowered. A fundamental part of students' learning and development is participation in peer-led virtual group work. Group exercises and group discussions (e.g. conferencing, forum discussions, creation of group padlets) are a feature of all modules and ensure that students never feel alone in their learning journey.

Onboarding

All e-Learning students will be given in-depth training on how to use the custom-made learning platform GATE as well as CIM's state-of-the-art intranet platform.

In addition, all e-Learning MBA students will be offered the opportunity to complete a fast-track optional Academic Skills Development module.

This module is designed for students in need of academic skills enhancement prior to commencing their studies. The focus is on developing and refining the skills required for postgraduate study in Cyprus. All students will have the chance to develop their communication and research skills through the course, including as part of the Research Methods module. This optional course is intended to ease students into the learning strategies needed for the successful achievement of an MBA.

The course takes place over four weeks, twice a week (for a total of four hours per week). All classes will be recorded and will be available for students to go revisit on GATE.

Assessment

The Research Methods module is assessed as follows:

- Academic Journal Paper Review
(weighed at 10%, due end of Term 1)
- Individual poster presentation
(weighed at 20%, due late Term 2)
- Two E-tivities
(10% each, total 20%)
- Research Proposal
(weighted 50%, end of year)

The Capstone Project is assessed as follows:

- Pecha Kucha of the skill development and learning gained through the project (10%)
- Capstone Project Report (90%)

All other modules are assessed as follows:

- 1 Case Study Assignment
(weighed at 20%)
- 4 E-tivities
(weighed at 5% each, total of 20%)
- 1 Final Examination
(weighed at 60%)

Module Aims

Organisational Behaviour

- Delves into key management theories that result in organisational effectiveness, efficiency, and human resource development.
- Addresses issues such as workforce motivation, incentives, team building and office environments and how we can best manage the dynamics of organizational change.
- Examines contemporary principles, techniques and research findings in management and organisational behaviour that are driving high performance and continuous improvement in business today.
- Provides deep understanding of management and organisational behaviour concepts associated with continuous improvement in individual and group processes.

Strategic Management

- Emphasises value and process of strategic management.
- Helps students integrate and apply their prior learning to strategic decision making in organisations.
- In-depth examination of an organisation's vision and mission and of principles, techniques and models of organisational and environmental analysis.
- Explores the theories and practices of strategy formulation and implementation.

Economics & Financial Management

- The Economics component provide students with a foundation of economic understanding and knowledge so as to grasp the implications of changes in the economic environment for businesses.
- It also develops students' ability to use economic understanding and knowledge in examining and assessing a number of microeconomic and macroeconomic issues.
- The Financial Management component covers the basic areas of financial management of fundamental interest to corporate managers and helps students understand the basic principles needed to implement financial decisions both inside and outside the firm.

Entrepreneurship & Innovation

- Introduces students to the various processes and considerations of managing new product development and creating new ventures, including, for example, identifying opportunities for innovation, building business models to extract maximum value from innovative ideas, and financing new ventures.
- Helps students develop new skills and knowledge about innovation that will enhance their ability to contribute to the long-term competitiveness of businesses.
- Ensures students understand the link between entrepreneurial activity and economic development.

Research Methods

- Enables students to understand business research, offering an in-depth understanding of relevant approaches and elements of undertaking a research enquiry;
- Provides students with the necessary skills and knowledge to determine the information necessary to address identified research problems.
- Helps students develop critical core competencies and skills including: defining research questions; setting appropriate research objectives; study design that incorporates research objectives and budgetary constraints; secondary and primary data collection and instruments; sampling and analysis methods; and effective reporting of results; as well as the importance of ethical conduct in conducting research in both a domestic and in international business contexts.

Strategic Marketing

- Offers comprehensive managerial and practical introduction to Marketing.
- Ensures students understand marketing strategies and the elements of marketing analysis, customer analysis, company analysis and competitor analysis.
- Offers in-depth knowledge of elements of the marketing mix (product, pricing, promotion, and distribution strategies) and of different ways of promoting products and services through new marketing methods .
- Teaches students to design and implement marketing plans.

Ethics & Corporate Social Responsibility

- Investigates corporate social responsibility (CSR) and sustainability informed by ethical theory and stakeholder perspectives.
- Draws on key principles, theories, and key issues raised by stakeholder groups.
- Builds in-depth understanding of contemporary social issues in business by highlighting the importance of a collaborative approach with internal and external stakeholder groups.

International Trade

- Reviews International Trade theory and examines how culture influences international business decisions.
- Explores how all functional business areas (operations, marketing, management, accounting, finance, human resources and law) change in international settings.
- Provides thorough review and analysis of the international trade and business environment and teaches students how to apply this knowledge to practical aspects of doing business in international markets.

Operations Management

- Introduces students to the concepts, principles, problems and practices of operations management and pays emphasis on managerial processes for effective operations.
- Offers in-depth look into operations strategy, process design, capacity planning, facilities location and design, forecasting, production scheduling, inventory control, quality assurance and project management.

International HRM

- Introduces students to key theories and practices of International HRM.
- Critically examines the influence of national institutions and culture on the choice and effectiveness of HRM practices.
- Invites reflection of the role of HRM policies and practices in achieving desired employee and organisational outcomes.
- Discusses challenges and opportunities firms face in managing people and workplaces at the global level.

Capstone Project

- Synthesises student learning in a single practical real life project that demonstrates the fulfilment of the programme's learning outcomes.
- Enables a demonstration of business research with a potential real-world outcome and integrates student academic knowledge with experiences beyond the virtual classroom and combine developing knowledge, skills, and personal interests.

Capstone projects may take a wide variety of forms, but most are long-term investigative projects that culminate in a final product, presentation, or performance. For example, students may be asked to select a topic,

profession, or social problem that interests them, conduct research on the subject, maintain a portfolio of findings or results, create a final product demonstrating their learning acquisition or conclusions (a paper, short film, or multimedia presentation, for example), and give an oral recorded presentation on the project to a panel of instructors, experts, business persons and broader community members who collectively evaluate its quality.

Capstone projects are generally designed to encourage students to think critically, solve challenging problems, and develop skills such as oral communication, public speaking, research skills, media literacy, teamwork, planning, self-sufficiency, or goal setting—i.e., skills that will help prepare them for modern careers, and adult life. The projects are also interdisciplinary and may require students to apply skills or investigate issues across many different subject areas or domains of knowledge. Capstone projects also tend to encourage students to connect their projects to community issues or problems, and to integrate “outside-of-school” learning experiences, including activities such as interviews, scientific observations, or internships.

09

General Information

Overseas Students Page /about Cyprus

Cyprus is a country with a distinct character. Cypriots are the most welcoming of people and their hospitality to visitors is as warm as their sun-soaked island. English is widely spoken everywhere, while German, French and other European languages are spoken in hotels, shops and restaurants.

By reason of its location and the excellent communications systems available, Cyprus is rightly called the crossroads of the Middle East. There are frequent and regular connections to Europe and the Middle East through the two International Airports in Larnaca and Paphos.

In addition to air-services, regular cruise ships and ferryboat services operate from France, Italy, Greece, Syria, Lebanon and other Mediterranean ports, to Larnaca and Limassol.

Places to see: Nicosia

Since the twelfth century A.D., the capital of Cyprus has been Nicosia. There, East and West mingle in sharp contrast; the city is the seat of government and the principal commercial centre of the island. All foreign embassies are located in Nicosia and so are most of the consulates. The capital is an ideal centre for both business and pleasure with easy access to the other towns, villages, mountains and all resorts on the island.

Modern public transportation enables students to travel in comfort to other towns or cities, or within Nicosia or Limassol for day-to-day student requirements.

Nicosia is built on the site of Ledra, one of the great 'city-kingdoms' of antiquity, which today lends its name to the main shopping centre of the city. The modern city has an unmistakably international and cosmopolitan atmosphere. The nightlife of Nicosia is very vibrant, with hundreds of restaurants, bars and night-clubs that are open until the early hours of the morning.

The Cyprus Archaeological Museum, the Folk-Art Museum, the Handicraft Centre, the Venetian Walls, the Archiepiscopal Palace, the Cathedral Church of St. John, Phaneromeni's Collection of Icons, as well as medieval churches are located within a short distance from each other. The walled city and the surrounding suburbs, co-exist with modern buildings, state-of-the-art shopping malls and gourmet restaurants.

Places to see: Limassol

Limassol is the largest city in geographical size, and the biggest municipality on the island. Limassol is the biggest port in the Mediterranean transit trade. It has also become one of the most important tourism, trade and service-providing centres in the area. Limassol is renowned for its long cultural tradition. A wide spectrum of activities, museums and archaeological sites are available to the interested visitor. Consequently, Limassol attracts a wide range of tourists mostly during the extended summer season to be accommodated in a wide range of hotels and apartments. Limassol was built between two ancient cities, Amathus and Kourion, and during the Byzantine rule it was known as Neapolis (new town). Limassol's tourist strip now runs east along the coast as far as Amathus.

Overseas Students Page /other information

Accommodation

The Business School makes every effort to provide accommodation to its students. This will be in shared furnished flats. Usually the Business School assists students in finding three bedroom flats which means that the three students that will share will have their own study bedroom and share the rest of the facilities.

Students must make sure that they have enough funds to pay for their accommodation and maintenance while in Cyprus.

Support

CIM takes student support - both academic and welfare support - very seriously. Our management, faculty, and staff have a duty of care towards all students which they fulfil without fail. We offer a range of academic support services to help you with your studies and provide confidential, specialist counselling and disability advice and support.

English Language Requirements

University of Cambridge Exams	B2 First (FCE)
IELTS	5
TOEFL (IBT)	71
IB English B (SL)	5
IB English B (HL)	4
Cambridge IGCSE or GCSE English as second language	D
Cambridge IGCSE or GCSE English as first language	E
Cambridge GCSE English A Level	D
Pearson PTE Academic	58
Anglia Examinations	Intermediate

Financial Assistance

It is our Business School's policy to maintain fees at the lowest possible levels. Our fees compare very favourably with other educational institutions in Cyprus and when compared with EU and US Universities, they are only a fraction of their fees. Students may pay in monthly, interest - free instalments.

Scholarships may be awarded occasionally in collaboration with local companies, upon decision of the Business School's Council.

Overseas Students Page /financial obligations

Annual Tuition Fees must be paid in whole to the Business School, PRIOR to the arrival of the student in Cyprus. Fees include the cost of issuing a VISA.

Fees Refund

NO REFUND will be made once the student has arrived in Cyprus. Likewise, NO REFUND will be made once the student has been issued a visa, irrespective of whether the student eventually comes to Cyprus or not.

There is a 100% refund if the student does not come to Cyprus and no VISA has been secured as per the decision of Ministerial Committee of 27 April 2016.

Visas

Every student coming to Cyprus must have a student VISA. Students arriving to Cyprus without a VISA are likely to be deported.

Immigration Registration

Upon arrival of the student in Cyprus, the Business School will undertake to register the student with the Immigration Authorities. Upon arrival in Cyprus, students must show the Immigration Authorities that they:

- (a) have fully paid the fees to the Business School and are in possession of an Official Letter of Admission
- (b) have at least EUR 3500 for maintenance support
- (c) have a valid passport

EU Students /financial obligations

Prior to their final exams, students must settle all their financial obligations. Students will not be allowed to sit for their final exams unless they have fully met all their financial obligations.

In case a student fails to conform to the terms of payments as stipulated in the Agreement, then the Business School reserves the right to ask the student to leave the Business School. In such case, all rights of the student will be forfeited. The Business School offers a 10% discount to students who fully settle their financial obligations prior to the commencement of the programme.

Under no circumstances will the Business School issue examination results if all financial obligations to the Business School HAVE NOT BEEN SETTLED.

Fees Refund

Before the commencement of classes, 70% of Fees will be refunded up to two weeks after the day of registration. However, only 50% of fees will be refunded if the cancellation of registration is effected 15 days or less BEFORE the commencement of the programme of study.

After the Commencement of Classes: 40% of Fees will be refunded within two weeks of the student's registration with the Business School. No refunds will be made after the lapse of two weeks or more of the day the student registers with the Business School. The above refunds ONLY apply in the case of cash payments of the total amount of the annual fees. In cases of students paying in instalments or post-dated cheques, no refund is available, before or after the commencement of classes. The Business School will demand the balance of outstanding fees if, for any reason, a student decides to withdraw from the Business School before the programme is duly completed.

The fees appearing on the right have been approved by the Ministry of Education & Culture, Youth and Sport through a letter dated 11th October 2018.

Government Subsidy

All of our programmes qualify for government subsidy (for Cypriot students) up to 3420 euro.

Annual Tuition Fees 2024-2025 /Nicosia-Limassol

Programme of Study	EU Students Euro	Overseas Student Euro
Business Management with optional concentration in Marketing* (4 Years, BA Degree)	6000 /p.a.	6000 /p.a.
Shipping Management with optional concentration in Maritime Logistics** (4 Years, BA Degree) Limassol	5540 /p.a.	6000 /p.a.
UWL Business Studies with Marketing (3 Years, BA (Hons))	7000 /p.a.	7000 /p.a.
UWL Accounting & Finance (3 Years, BA (Hons))	7000 /p.a.	7000 /p.a.
UWL LLB Law (3 Years, (Hons))	7000 /p.a.	7000 /p.a.
Human Resource Management (Corporate Strategy/Corporate Sustainability)** (14 Months FT / 24 Months PT, Masters)	6730	7200
Business Administration** (14 Months FT / 24 Months PT, Masters)	7960	7960
Business Administration with Shipping** (14 Months FT / 24 Months PT, Masters) Limassol	7960	7960
UWL Digital Marketing (12 Months FT / 24 Months PT, Masters)	8000	8000
UWL MA Luxury Hospitality Management (12 Months FT / 24 Months PT, Masters)	8000	8000
E-Learning Business Administration (18 Months, Masters)	5000	5000
Other Fees		
CIM Registration Fee for all programmes**	200 /p.a.	200 /p.a.
Registration Fee for Full Scholarships / Exchange Students	500	500
Registration Fee for UWL Bachelor	500 /p.a.	500 /p.a.
Registration Fee for UWL Master	500	500
Thesis Resubmission fee**	100	100
Re-sit Fee for CIM Assignments & Exams**	75	75
Re-sit Fee for UWL Assignments & Exams	100	100
UWL Retake Fee	500	500
UWL Mitigation/Extension Fee	50	50

Notes:
Payment can be made by monthly instalments. Each student will agree a personalised payment plan, during the Admission process.

*These tuition fees have been approved by the Ministry of Education through a letter dated 11 October 2018.

**These tuition fees have been approved by the Ministry of Education through a letter dated 8 January 2024.





Meet the CEO



Yangos Hadjiyannis
LL.B (Nott.), DMS, LL.M (Cantab)
CEO

Yangos Hadjiyannis studied at the University of Nottingham where he has earned an LL.B. with a First-Class Honours. He then moved to the University of Cambridge (Trinity Hall) where he earned a Postgraduate Diploma in Management Studies and the following year he earned an LL.M. in International Law with a First Class Honours. Achieving 1st place among Law students at Trinity Hall College, he was proclaimed a Bateman Scholar for Academic Excellence. He moved back to Cyprus in 2007 where he successfully completed the Cyprus Bar Examinations and became a member of the Cyprus Bar Association.

He was the Deputy Director-General of CIM-Cyprus Business School from 2008 to 2019, in charge of business development and strategy. Since 2020 he is the Chief Executive Officer. He is a member of the Board of Directors of CIPA (Invest Cyprus) and Chairman of the Promotion Committee. Moreover, he is a member of the Cyprus Advertising Control Agency, a member of the HR & Training Committee of the Cyprus Investment Funds Association (CIFA), a member of the Board of Directors of the Cyprus Employers & Industrialists Federation (OEB). He is also an advisor to many companies on strategy and management issues.

In recent years, he has taken up an interest in research in Economics and Financial affairs and has published various articles in local and international press. He is a commentator for the local media on financial affairs, and as such he is regularly hosted on TV and radio.

Faculty /Nicosia

- **Ms Alexia Solomou**, LLB, Visiting Lecturer
- **Ms Anna Thomas**, BA, Visiting Lecturer
Fields of Expertise: Market Research, Research Methods, Statistics
- **Mr Andreas Pavlou**, MBA, Visiting Lecturer
- **Ms Athena Neophytou**, MSc., Visiting Lecturer
- **Associate Prof. Dr Christiana Charalambidou**, PhD, Permanent Lecturer, Head of Postgraduate Studies Nicosia
Fields of Expertise: Economics, Quantitative Methods, Statistics
- **Dr Christos Hadjiyannis**, PhD, Permanent Lecturer, Dean
Fields of Expertise: Business English, Research Methods
- **Ms Christia Hadjistryou**, MSc., LLB, Visiting Lecturer
- **Ms Christina Roussou**, MBA, Visiting Lecturer
- **Mr Dinos Ioannides**, MBA, Visiting Lecturer
Fields of Expertise: Consumer Behaviour, Marketing, Executive Skills
- **Dr Eleni Erodoutou**, PhD, Visiting Lecturer
- **Dr Evie Michailidou**, PhD, Permanent Lecturer, MBA Director
Fields of Expertise: Human Resource Management, Organisational Behaviour
- **Mr Evis Tsaklides**, MBA, Visiting Lecturer
Fields of Expertise: International Business, Global Marketing, Management
- **Mr George Ashikalis**, MBA, Visiting Lecturer
- **Dr Georgia Thrasyvoulou**, PhD, Permanent Lecturer, Director of Student Affairs & HR
Fields of Expertise: Organisational Behaviour, Human Resource Management, Research Methods
- **Mr Konstantinos Taramountas**, LLM, Visiting Lecturer
- **Mr Louis Kangas**, MSc., Visiting Lecturer
Fields of Expertise: Marketing Strategy, Marketing Management, Brand Management, Customer Behaviour, Advertising
- **Prof. Marios Georgiou**, PhD, Permanent Lecturer
Fields of Expertise: International Marketing, Strategic Management
- **Mr Marios Timinis**, MBA, Visiting Lecturer
Fields of Expertise: Taxation, Auditing
- **Mr Michalis Pekris**, MSc., Visiting Lecturer
Fields of Expertise: Auditing, Auditing in Context
- **Associate Prof. Dr Myria Kkali**, PhD, Permanent Lecturer, Academic Director Nicosia
Fields of Expertise: Marketing Management, Digital Marketing, Human Resource Management
- **Ms Natalia Georgiou**, LLM, Visiting Lecturer
- **Ms Nectaria Hadjiyianni**, LLM, Visiting Lecturer
Fields of Expertise: Financial Accounting, Financial Management, Management Accounting
- **Ms Ourania Vroudou**, LLM, Visiting Lecturer
- **Mr Pieris Pieri**, BA, Visiting Lecturer
- **Prof. Theo Hadjiyannis**, MSc., Permanent Lecturer, Founder
Fields of Expertise: Marketing Management, International Marketing, Economics
- **Ms Theodora Physounis**, MSc., Visiting Lecturer
Fields of Expertise: Business English, Economics, Banking
- **Mr Yangos Hadjiyannis**, LLM, Permanent Lecturer, CEO
Fields of Expertise: Corporate Law, Management, Marketing

Faculty /Limassol

- **Dr Akis Kleanthous**, PhD, Visiting Lecturer
Fields of Expertise: Corporate Finance, Financial Management
- **Mr Andreas Kouspos**, BSc., Visiting Lecturer
- **Ms Andria Christodoulou**, MSc., Visiting Lecturer
Fields of Expertise: Economics, Business Economics, Statistics, Quantitative Methods, Research Methods
- **Ms Annita Petrou**, MSc., M.Ed, Visiting Lecturer
- **Dr Christos Hadjiyannis**, PhD, Permanent Lecturer, Dean
Fields of Expertise: Business English, Research Methods
- **Mr Constantinos Pelecanis**, BA, Visiting Lecturer
Fields of Expertise: Business English, Research Methods
- **Mr Constantinos Silitziotis**, MSc., MBA, Visiting Lecturer
Fields of Expertise: Maritime Logistics
- **Mr Charalambos Papasavvas**, LLB, LLM, Visiting Lecturer
- **Mr Christos Stylianou**, BA, Visiting Lecturer
- **Ms Debbie Phylactou**, MSc., Permanent Lecturer
Fields of Expertise: Business English, Human Resource Management
- **Mr Dimitra Tsagkaraki**, MSc., Visiting Lecturer
- **Mr Dimitris Pitsillis**, MSc., MBA, Visiting Lecturer
Fields of Expertise: Strategy, Management
- **Ms Elena Antonacopoulou**, MSc., MBA, Visiting Lecturer
- **Ms Elena Makedona**, MBA, Permanent Lecturer, Limassol Campus Manager
Fields of Expertise: Marketing Management, Sales Management, Consumer Behaviour
- **Prof. George Zachariades**, PhD, Permanent Lecturer, Director of Undergraduate Studies Limassol
Fields of Expertise: Business Law, Entrepreneurship & Innovation, Financial Reporting, Human Resource Management
- **Dr Georgia Thrasylvoulou**, PhD, Permanent Lecturer, Director of Student Affairs & HR
Fields of Expertise: Organisational Behaviour, Human Resource Management, Research Methods
- **Mr Graham Cowling**, MBA, Visiting Lecturer
- **Mr Ioannis Treppides**, MSc., Visiting Lecturer
- **Mr Jamie Stratton**, MSc., Visiting Lecturer
- **Associate Prof. Dr Katerina Pavlou**, PhD, Permanent Lecturer, Academic Director Limassol
Fields of Expertise: Statistics, Quantitative Methods, Psychology, Research Methods
- **Mr Kleanthis Gregoriou**, MBA, Visiting Lecturer
- **Mr Louis Kangas**, MSc., Visiting Lecturer
Fields of Expertise: Marketing Strategy, Marketing Management, Brand Management, Customer Behaviour and Advertising
- **Dr Louis Karaolis**, PhD, Permanent Lecturer, Head of Law and Director of Academic Affairs
Fields of Expertise: Public Law, Constitutional Law, Business and Corporate Law, Business Ethics
- **Ms Maria Stylianou**, MBA, Visiting Lecturer
Fields of Expertise: Consumer Behaviour, Marketing Management, Public Relations
- **Ms Marie Pavlou**, MSc., Visiting Lecturer
- **Dr Marina Phillipou**, LLB, LLM, Visiting Lecturer
- **Ms Marina Fontan**, MSc., Visiting Lecturer
- **Prof. Marios Georgiou**, PhD, Permanent Lecturer
Fields of Expertise: International Marketing, Strategic Management
- **Dr Marios Isaakidis**, PhD, Visiting Lecturer
- **Mr Marios Timinis**, MBA, Visiting Lecturer
Fields of Expertise: Taxation, Auditing
- **Ms Monica Potsou**, MSc., Visiting Lecturer
- **Mr Michalis Spyrou**, MSc., Visiting Lecturer
Fields of Expertise: Statistics, Economics
- **Mr Michalis Kairinos**, MSc., Visiting Lecturer
Fields of Expertise: Human Resource & Talent Management

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- **Mr Mikhail Konoplev**, MSc., Visiting Lecturer
 - **Dr Nektarios Michael**, PhD, Visiting Lecturer
Fields of Expertise: Maritime Economics, Business Economics
 - **Mr Neoclis Kleanthous**, LL.M., Visiting Lecturer
 - **Captain Parani Vaithinathan Singaravelu**, MBA, LL.M., Visiting Lecturer
 - **Mr Panayiotis Hannas**, MBA, Visiting Lecturer
 - **Mr Panayiotis Moullos**, PhD, Visiting Lecturer
 - **Mr Panayiotis Jacovides**, MSc., Visiting Lecturer
 - **Mr Polis Xinaris**, MBA, Visiting Lecturer
 - **Mr Robert London**, MSc., Visiting Lecturer
 - **Ms Salomi Michail**, BSc. Visiting Lecturer
 - **Ms Sophia Panayi**, LL.B., Visiting Lecturer
 - **Ms Sophia Nicolaou**, LL.B., Visiting Lecturer
 - **Ms Sotira Petrou**, MSc., Visiting Lecturer
Fields of Expertise: Marketing Management, Research, Innovation
 - **Ms Stella Constantinidou**, LL.M., Visiting Lecturer
Fields of Expertise: Marine Insurance, Maritime Law
 - **Prof. Theo Hadjiyannis**, MSc., Permanent Lecturer, Founder
Fields of Expertise: Marketing Management, International Marketing, Economics
 - **Capt. Valentin Mavrinac**, MSc., Permanent Lecturer, Head of Shipping Studies
Fields of Expertise: Shipping Management, Chartering & Shipbroking, Port Management
 - **Mr Yangos Hadjiyannis**, LL.M., Permanent Lecturer, CEO
Fields of Expertise: Corporate Law, Management, Marketing
 - **Ms Vana Demetriou**, LL.B., LL.M., Visiting Lecturer
 - **Mr Zenon Papaphilippou**, MSc., Visiting Lecturer
Fields of Expertise: Quantitative Finance, Quantitative Corporate Finance, Financial Statement Analysis



The Library / Intranet

The Business School operates two libraries: the main library in Nicosia and a second library in Limassol. The libraries are equipped with the latest books on marketing and management, as well as books in other disciplines such as banking, tourism, insurance, finance, shipping, and computing. All books are listed in our computer database and are also accessible through the Business School's Intranet. There are both lending and referencing facilities. In the main library, there is availability of educational DVDs as well as various Encyclopaedias and literary books are available.

Moreover, the libraries are subscribers to a range of journals, most which are available in electronic form on the Business School's Intranet and are free of charge for students of the Business School.

Some examples of e-journal titles that CIM subscribes to can be found below:

- Harvard Business Review
- Financial Times
- Journal of International Marketing
- Journal of Marketing Management
- The Marketing Review
- EuroMed Journal of Management
- European Journal of Marketing
- International Journal of Bank Marketing
- International Journal of Pharmaceutical and Healthcare Marketing
- International Journal of Wine Business Research
- International Marketing Review
- Journal of Business & Industrial Marketing
- Journal of Communication Management
- Journal of Consumer Marketing
- Journal of Fashion Marketing and Management
- Journal of Historical Research in Marketing
- Journal of Islamic Marketing
- Journal of Product & Brand Management
- Journal of Research in Interactive Marketing
- Journal of Research in Marketing and Entrepreneurship
- Journal of Services Marketing
- Journal of Social Marketing
- Marketing Intelligence & Planning
- Qualitative Market Research
- Young Consumers





Scholarships & Bursaries & Erasmus +

Scholarships & Bursaries

The Business School yearly awards a series of scholarships and bursaries to EU citizens in collaboration with local organisations and media groups.

Moreover, students in their first year can also be eligible for a partial scholarship based on the grades of their High School Leaving Certificate.

For more information and application forms please contact us on scholarships@cim.ac.cy

Erasmus +

CIM was awarded the Erasmus+ Charter in December 2014.

ERASMUS is without doubt the world's most successful mobility programme. It allows students, faculty and staff of European Universities to spend time in another EU institution.

This mobility programme was established in 1987 and since its inception approximately 2.5 million students have been funded to study abroad, while roughly 250,000 teachers have received support to undertake teaching assignments throughout Europe. It is estimated that, on average, a person embarks on an Erasmus Exchange every three minutes!



Student Union

Our students are at the heart of everything we do.

CIM students are active learners in the classroom and they are also actively involved in the Business School's academic and strategic decision making through their representation in committees and the Council. When you join CIM, you automatically become member of the CIM Student Union, an autonomous and entirely student-run body that puts together social, cultural, educational, and sport events.

Mission

The mission of the CIM Student Union is to develop and maintain meaningful, imaginative, reciprocal and sustainable relationships with our students in and out of the classroom in an effort to engage students, enable a free and independent student voice, contribute towards their educational journey whilst in the college and foster success during their studies and beyond.

Each campus runs its own Student Union. Elections are held in November. The following roles are available on the Union's Council:

- President
- Vice President
- Secretary
- Course Representatives (1 first-year student, 1 second-year student, one third-year student, one fourth-year student, and three postgraduate students (one MBA student, one MSc. HR & Corporate Strategy, and one MSc. Digital Marketing)).





The Business School (Nicosia/Limassol) is wholly owned by THECYPIOM LTD registered in Cyprus, Registration No. E 16997 and all legal responsibility is held by the CEO Dr Yangos Hadjiyannis or his official representatives, for both the Nicosia and Limassol campuses.

This prospectus was submitted for approval to the Minister of Education, Sport & Youth and approval was granted through a letter dated 18th December 2023.

ATTENTION :

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