



University of Cyprus

Department of Business
and Public Administration

FACULTY OF ECONOMICS AND MANAGEMENT

PROSPECTUS

UNDERGRADUATE STUDIES

2025-2026

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INTRODUCTION

The Department of Business and Public Administration aims to train managers, who will lead organizations operating in complex and uncertain environments. It offers a program of study that emphasizes both breadth of understanding of the business environment and depth in several functional areas. Based on the latest curricula of prominent European and North American academic institutions, the program integrates internationally established management principles with sensitivity to the realities and priorities of the local and regional contexts. The use of powerful analytic tools and the latest information technology play a central role in supporting the tactical and strategic goals of an organization in this program. The Department actively collaborates with the local industry. This collaboration has both an educational and a research component. On the educational front, Department faculty organize professional development seminars and short courses on current business issues, aimed at middle-and top-level managers. On the research front, our faculty pursues joint projects on problems of immediate concern to various segments of the local industry.

Graduates of the Department should be able to make immediate and meaningful contributions to their organizations and will be well positioned to eventually move into top managerial and leadership roles. Employment opportunities exist in manufacturing and trade companies, in banking and insurance, in accounting and auditing firms, in consulting and market research firms, in the transportation, tourism and utility industries, as well as in the public sector. Graduates of the Department also have the fundamental training to pursue life-long education-and continue to graduate study either at the University of Cyprus, or at universities abroad.

Students of the Department are encouraged to pursue one or two semesters of study abroad through the Erasmus Program in order to enhance their educational experience. At the same time, the Department hosts one of the largest numbers of incoming students through the Erasmus Program at the University of Cyprus, giving students the opportunity to learn in a multi-cultural environment.

Our graduates can earn exemptions from the Association of Chartered Certified Accountants (ACCA), the Institute of Chartered Accountants of England and Wales (ICAEW), the Association of International Accountants (AIA), and the Institute of Certified Public Accountants of Cyprus (ICPAC).



GENERAL INFORMATION

The Department through its undergraduate program (BSc) in Business Administration offers students the opportunity to concentrate in one of three areas: Management, Operations Management, and Marketing. The Department prepares future executives, by cultivating three key qualities: analytical aptitude, critical thinking and moral standing.

More specifically, its undergraduate program of study aims to:

- A) Familiarise students with modern methods of information analysis by introducing them to the latest problem-solving tools and developing their strategic skills.
- B) Cultivate students' critical thinking, enabling them to manage human resources efficiently and effectively in modern organisations.
- C) Enhance the values of co-operation, leadership and accountability as well as all qualities which are essential to effective management.

Additionally, through its curriculum, the Department aims to broaden students' professional experiences and employment opportunities across multiple sectors through practical training (e.g. internships).

At the postgraduate level, the Department offers the following programs:

- Master in Business Administration (MBA), a full-time program (in English) offered jointly with the Department of Accounting and Finance.
- Master in Business Administration (MBA), a full-time program (in both English and Greek) offered jointly with the Department of Accounting and Finance.
- Master in Human Resource Management, a full-time and part-time program (in English).
- Master in Data Science, a full-time program offered jointly with the Department of Computer Science and the Department of Mathematics and Statistics (in English).
- Ph.D. in Business Administration (in both English and Greek).

The University of Cyprus follows the European Credit Transfer and Accumulation System (ECTS). For the B.Sc. Degree, students must successfully complete coursework corresponding to a minimum of 240 ECTS including courses in a foreign language (10 ECTS) and a number of electives courses from other University departments (20 ECTS).

Most courses required in the first two years of study are the same for all students in the Department. These include *introductory courses* across various disciplines and courses covering the *fundamentals of business*. They are designed to provide a general education and the foundation for further in-depth study in one of the three concentration areas mentioned above. Acquiring basic analytical, quantitative and computing skills is a primary objective of the curriculum in the first two years. By the end of their second year, students will gain a broad understanding of business administration, enabling them to make an informed decision regarding their concentration.

The program of study in the last two years emphasizes both *breadth of knowledge* across all functional areas of a business, as well as *in-depth study in a particular area* of concentration. These higher-level courses enable students to deepen their knowledge in their chosen area. Students are also encouraged to broaden their knowledge, by selecting courses in other fields or departments.

[You can find the course descriptions further down in this prospectus.](#)

Through their *elective courses*, students will acquire a broad liberal arts education that complements the knowledge and skills acquired in the Department. Elective courses must be chosen from at least three different faculties of the University. Students may take electives from their own Faculty but not from their own Department.

Senior Thesis

During their fourth year of study, students may choose to either write a thesis or continue with coursework (take an additional 2 classes, one Breadth and one Depth). To qualify for the thesis option, a student must have a GPA of 7.0 or higher. The subject of the thesis is chosen by the student, in consultation with a thesis supervisor who will be monitoring the student's academic progress. The first stage of the thesis, which represents 6 of the 12 ECTS, requires the submission of a research proposal describing the topic to be studied, a general bibliography, and the proposed methodology. The research topic must be submitted at the beginning of the first semester of the fourth year. Once the research topic is approved by the thesis advisor, the research topic must be submitted at the second semester of the fourth year. The thesis must include a detailed written essay with reference to theories, methods of problem solving and the findings of their research. This material represents the remaining 6 ECTS. The Department has the right to ask students to present their thesis to a committee comprised of academic personnel from the Department, external academics and other individuals. For the thesis, students may choose to examine either a theoretical issue or a more practical and specific problem. Students, who choose the practical project option, may work individually or in groups of no more than three people. For those students who work in groups, the contribution of each member must be clearly outlined or defined.



UNDERGRADUATE PROGRAMS OF STUDY

The Department offers an undergraduate degree with a concentration in one of three areas:

- [Management](#)
- [Operations Management](#)
- [Marketing](#)

The Department also offers [Minor Programmes](#) in Business Administration and Entrepreneurship.

MANAGEMENT

The program is designed to cover the core theories, concepts and practices around management organizational behavior, strategy, leadership, ethics and business communication. Considering the diversity within the field of management, the program is designed to offer students the flexibility to tailor their coursework to reflect their interests and goals. They can select classes covering topics in human resource management, gender in organizations, family business, sustainability and climate change, innovation management, design thinking and others.

In delivering these courses, the Management concentration applies its key principles that revolve around our (a) student-centered teaching and communication approaches; (b) emphasis on creating links with the industry; (c) bringing our research to our teaching; and (d) passion for developing graduates and leaders who have empathy and creativity and who can work together in managing responsible and ethical organizations.

OPERATIONS MANAGEMENT

The concentration in Operations Management is designed to provide students with the fundamental knowledge and skills that will help them to develop and apply analytical and software tools in their support operational decisions. The growing complexity and internationalisation of business activities, along with increasingly intense competition and rapid advances in information technology, have created a strong need for developing and maintaining effective decision support systems based on modern analytical methods. These methods are derived from the following fields: Operational Research, Statistics, Mathematics, Financial, Econometrics and other relevant fields. They mainly apply to the use of information management technology. There is a growing demand for managers to combine both a good understanding of operational activities and challenges with modern means of decision-making.

The curriculum in Operations Management aims at fostering this combination of knowledge and skills. Graduates with a specialisation in Operations Management will be in a position to conduct business operations in various areas, such as industry, logistics and supply, finance and banking, telecommunications and transport, as well as many others.

MARKETING

The program of studies of the Marketing Specialization focuses on the acquisition of knowledge, cultivation of skills, and learning of techniques aiming to the successful identification, understanding, and satisfaction of the needs and wants of consumer and business buyers. Particular emphasis is given on the development and implementation of customer value-enhancing marketing strategies, that will allow a firm to achieve its objectives by exploiting its resources and capabilities, taking at the same time into consideration the opportunities and challenges of the external environment.

The program of studies of the Marketing Specialization covers a wide range of marketing courses, such as strategic marketing, marketing research, marketing communications, consumer behavior, sales management, digital marketing, social media marketing, retail management, and international marketing.

The program of studies of the Marketing Specialization aims at the following learning outcomes: a) to provide fundamental knowledge on marketing in general and its specific functional areas in particular; b) to supply with the necessary modern tools, techniques, and methodologies in solving problems relating to marketing; c) to cultivate critical thinking, creative perception, and team spirit; d) to expose to successful marketing practices of firms in Cyprus and abroad; and e) to demonstrate the effective and efficient way of working in various marketing positions.

MINOR PROGRAMMES

Minor in Business Administration

The Department in collaboration with the Department of Accounting and Finance offer a Minor in Business Administration to a small number of students of other departments. The programme offers the opportunity to understand the fundamental principles and concepts of Business Administration through the following course requirements. Students should take at least 42 ECTS in Compulsory Courses and 18 ECTS in Elective Courses.

Minor in Entrepreneurship

The Department offers a Minor in Entrepreneurship to a small number of students from other University departments and especially those in the Faculty of Engineering and the Faculty of Pure and Applied Sciences. The minor in Entrepreneurship gives students the opportunity to enhance their knowledge relative to technological innovation, business evaluation of technological and other innovations and to acquire the necessary knowledge effectively engage in business activities (i.e. the creation of a new business) in various economic sectors. Students must complete at least 60 ECTS (10 courses), five (5) of which are compulsory.

The admission criteria for the two minor programmes are:

- Students can apply to the Minor after the completion of two (2) semesters of study.
- Students must have a GPA of at least 6.5 in order to apply.
- Along with the application, students must submit a paragraph explaining their interest in the minor program and how that relates to their academic and professional goals.

COURSE DESCRIPTIONS



Management

BPA 131 Principles and Practices of Management (6 ECTS)

The objective of this course is to introduce students to the basic principles and theories of managing contemporary organisations. The course comprises a general introduction to multiple issues and topics related to the management of organisations in order to inform and challenge students while realising the complexity involved in managing organisations.

BPA 231 Organisational Behaviour (6 ECTS)

This course aims at examining the impact that individuals, groups, and structure have on behavior within an organization. Topics to be covered include individual behavior, perceptions and individual decision making, motivation theories, group behavior and decision making, leadership, power and conflict, organization structure and design, organizational culture, and organizational change and development.

BPA 235 Introduction to Critical Thinking for Business Students (5 ECTS)

The aim of the course is to help students of Business Administration develop critical thinking. Critical thinking is a skill that, like most skills, can be taught and practiced. In this course, we will discuss the nature, structure, process, and outcomes of critical thinking, with particular application in the fields of business and management, public administration and public policy. More specifically, we will discuss what makes thinking critical. We will, thus, focus on the structure and process of critical inquiry, by exploring modes of argumentation, the structure of arguments, conceptual analysis. We will also explore barriers to critical thinking and how they may be removed. Issues of evidence, logical structure of reasoning, values and ethics in argumentation, and hermeneutics will be discussed. We will also discuss the contexts within which critical thinking is practiced, such as power relations and the appeal to authority, the relationship between emotions and logic, and the discourses within which critical thinking is conducted. Finally, we will discuss the ways in which critical thinking is weakened, becoming a victim of prejudice

and/or power relations, as well as ways in which it is strengthened, especially within the context of organizations. Throughout the course, several examples from public discourse will be presented and discussed.

BPA 271 Introduction to Sociology for Administrative Scientists (5 ECTS)

The purpose of the course is for business administration students: to gain a broader perspective of the social environment within which enterprises operate & b) to develop a sociological outlook: to not just see “individuals” but also the social concepts of power that determine the context of human action, especially in the economy.

BPA 332 Business Ethics (6 ECTS)

The course focuses on the causes that ultimately lead companies, despite their proclamations, to take decisions of high social irresponsibility and act in a manner that in no way could be considered ethical. These causes along with the impact of bad management practices on the human community and the environment are properly placed and discussed within the relevant theoretical and philosophical context through the teaching of ethical theories such as utilitarianism, Kantian ethics and Virtue ethics and ethical principles such as Justice and Equality. The course will follow the approach of narration of actual events, of true stories from the business world. As they are narrated by journalists, experts, citizens, these stories reveal the ethical view of the public as regards to particular business events. These stories constitute the best material for discussion and reflection on Business Ethics since we need to know what the society "reads" in the particular cases of business firm management.

BPA 334 Human Resource Management (6 ECTS)

Prerequisite: BPA 231

The objective of this course is to introduce students to the theory and practice of Human Resource Management (HRM) through lectures and applied projects. The acquisition of both the theoretical foundations and practical implications of requisite human resource management in various types of organizations.

BPA 335 Cross-cultural Management (6 ECTS)

This course examines how organizations could highlight issues related to cultural diversity. Thus, the course focuses on the meaning and importance of culture in management, studies the role of cultural values and their impact on organizational behavior and explains the importance of cross-cultural similarities and differences in management at the local and international level. It is designed for students from different European countries, including Cyprus, and therefore aims at the development of a cross-cultural dialogue and common understanding among people with different cultural background. The main feature of this course is the encouragement of the participants to substantially contribute throughout its development during the semester. In particular,

they will be constantly invited to submit their own cultural features on a variety of issue relevant to the management of organizations and generally to human behavior.

BPA 336 Business Communication (7 ECTS)

This course is designed to equip students with the practical communication skills essential for professional success. Emphasizing applied learning, the course focuses on developing clear, persuasive and effective communication across various business contexts. Students will engage in hands-on activities to refine their oral, written and interpersonal communication abilities, preparing them for real-world workplace interactions. The overall purpose of the course is to provide students with the practical tools necessary to navigate diverse business communication challenges, ensuring they can communicate effectively and professionally in their academic life and future careers.

BPA 337 Industrial Relations (6 ECTS)

The aim of the course is to provide students with the necessary cognitive and practical skills to formulate well-informed labor relations policies, as well as to conduct collective bargaining effectively. In this context, the current legislation of the Republic of Cyprus governing labor relations will be examined. The specific objectives of the course are as follows:

- Understanding the basic concepts and principles of labor relations: Students will gain a comprehensive understanding of the theoretical frameworks, historical developments, and contemporary trends that shape labor relations.
- Developing skills in analyzing and evaluating labor relations policies: Students will learn to critically analyze the various policy approaches and strategies applied in the field of labor relations, as well as to evaluate their effectiveness.
- Familiarization with the legislation and institutional framework of labor relations in Cyprus: Students will be thoroughly informed about labor legislation, collective agreements, dispute resolution mechanisms, and the roles of trade unions and employers' associations in Cyprus.
- Acquiring practical negotiation and communication skills: Students will develop the necessary skills for effective participation in negotiations, the conclusion of collective agreements, and the building of constructive relationships with social partners.
- Applying knowledge in real-world conditions: Students will have the opportunity to apply the knowledge and skills they have acquired in practical exercises, case studies, and simulations of real situations.
- Upon completion of the course, students will be able to understand in depth the dynamics of labor relations, formulate well-informed policy proposals, and participate effectively in negotiations, contributing to the promotion of a healthy and sustainable work environment.

BPA 338 Qualitative Research Methods in Business Administration (6 ECTS)

The course introduces the members of the audience to the basic principles and procedures of qualitative research methods. It aims to help students to understand the philosophy, principles and methods of conducting qualitative research, as well as to understand the use of qualitative data, vis-à-vis quantitative data. The main topics covered in the course include the characteristics of qualitative research, the use of theory in qualitative research, ethics in research, the process of qualitative research design, and the methods for collecting and analysing qualitative data, both verbal and non-verbal.

BPA 362 Advanced Topics in Organisational Behavior (6 ECTS)

The main purpose of this course is to provide a more in-depth understanding of issues related to the organizational behavior. Through this course students will have the opportunity to gain a better understanding of human behavior, their own and others, in the working environment.

BPA 369 Principles of Entrepreneurship and Innovation (5 ECTS)

The course is offered to the students of the Department of Computer Science.

Entrepreneurship is both a way of thinking and a method for developing economic activity by incorporating risk-taking, creativity, innovation and good governance within an established organisation. The course will utilise the Business model Canvas. Specifically, the course will focus on the following eight sections:

- a) main partners.
- b) principal activities
- c) critical resources
- d) value proposition
- e) relationships with customers
- f) distribution channels
- g) customer department
- h) cost structure and expense flows

Additional topics include, among others, business plans, venture capital firms, angel investors, intellectual property rights, diffusion of innovation and sources of innovation.

BPA 430 Current Issues in Management (6 ECTS)

The main objectives of the course are:

- To expose students to various issues/phenomena in the management (i.e. human resources) and the consequent challenges/opportunities they create for modern organizations
- To provide reflection on the causes and impacts of these issues in the modern business environment and the prospects for alternative methods of tackling them

- To develop in students the interest/appeal for active monitoring of relevant issues of local and international current affairs in management and to encourage rational analysis and critical placement against such issues

BPA 431 Gender and Organisations (6 ECTS)

The course aims to:

1. to apply a gender lens to organizational life
2. to examine the relationship of gender, work, and organizations
3. to explore the lives of men and women in organizations, the different career “choices” made as well the resulting trajectories in promotion and pay
4. to understand why some policies in regard to gender equality and diversity are more successful than others

BPA 432 Management of Innovation (6 ECTS)

Innovations management is one of the most important and interesting areas of contemporary organisations. Innovation is the fundamental driver of competitiveness as it contributes significantly in the improvement of the quality of life. The consequences of innovation also have an impact on the environment. Even though technological innovation is unknown and risky, it can be managed nonetheless. It is therefore important for managers to understand the strategies, tools and techniques available for managing innovations. The objectives of this course is for students to understand the basics of innovation management, to appreciate the key aspects of success and to realise the relevant competences needed to manage innovations at both the strategic and tactical levels. The course provides evidence from multiple methods, based on real examples and experiences of large international organisations.

BPA 434 Entrepreneurship (6 ECTS)

The course is not offered to students of the Department of Business and Public Administration.

The purpose of the course is to explore the many dimensions of new venture creation and growth. While most classroom examples will be drawn from new venture formation, we will also examine cases related to entrepreneurship, social and non-profit entrepreneurship. The class sessions will focus on conceptualising, developing, and managing successful new ventures, ideas, or products, with the goal of creating a business plan.

BPA 435 Strategic Management (7 ECTS)

The course is offered to students who are in their 4th year of studies.

Unlike other business courses that concentrate on a particular function of the organization—accounting, finance, marketing, operations, human resources—strategic management is a big picture course. It cuts across the whole spectrum of business and

management. The center of attention is the total organization—the industry and competitive environment in which it operates, its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success, which translates into having a sustainable competitive advantage. Throughout the course, the spotlight will be on “what must managers do, and do well, to make the organization competitively superior.” The answer that emerges, and which becomes the theme of the course, is that good strategy-making and good strategy-execution (and the decisions they encompass) are the key ingredients of organizational success and the most reliable signs of good management. The mission of the course is to explore why good strategic management leads to good organizational performance, to present the basic concepts and tools of strategic analysis, and to familiarize you with the methods of crafting a well-conceived strategy and executing it competently. You will be asked to question and evaluate all aspects of an organization’s external and internal situation. You will learn to assess an organization’s standing in the marketplace and its ability to compete with rivals, to evaluate how it negotiates with strategic partners and other market stakeholders, to understand how it manages its relationships with salient non-market stakeholders, and to appreciate the importance of different timeframes in organizational decision making.

BPA 436 Leadership (7 ECTS)

The course stresses the value of emotional intelligence (EQ) for leadership and tries to convey the importance of critical thinking and willingness to “think outside of the box” in the preparation of effective leaders. It highlights that leadership is not a “position” but a “process” and adheres to the principle that leadership is dynamic and continuously developing, not a static point in time. Particular topics covered include the characteristics and values of leaders, the differences between leaders and managers, the importance of critical followers and the power of the situation.

BPA 437 Family Business Management (6 ECTS)

This course aims to provide an in-depth understanding of what makes family businesses unique, developing the critical analytical thinking skills that help inside managers/executives understand the whole family business system.

The course aims to provide students with insight into ownership, business management, and family dynamics issues that affect the performance of family businesses. Students will learn how family ownership and control affect the family and the business as well as develop an understanding of the complexities that exist in the succession planning process. Finally, student will have a better understanding of how families in business can, though the succession process, create wealth across generations.

BPA438 International Business (6 ECTS)

The course aims to:

- Introduce the students to structures and systems that are the basis for conducting international business.
- Increase the student's knowledge and the ability to use key international business information sources.
- Heighten the student's awareness of issues and topics that are relevant to international business.

BPA 439 Management of Public Organisations (6 ECTS)

This course aims to help students:

- Become familiar with the concept of Public Administration
- Explore the role of Public Administration
- Understand the characteristics and function of public organizations
- Become able to distinguish and compare public and private organizations
- Become aware of the public organizations' environment and the driving forces that affect it
- Enhance their knowledge of Public Administration Management

BPA 460 Advanced Topics in Strategic Management (6 ECTS)

Prerequisite: BPA 435

The purpose of this course is to make students familiar with some of the advances in strategic management. It presupposes that students have been familiar with basic concepts of strategy through the course Business Policy. This particular course aims at providing more in-depth knowledge of some of these concepts as well as introduce students to the state of the art of strategic thinking. Specifically, the course explores:

- i. perspectives on rationality
- ii. different conceptions of strategy, ranging from rationalist to creative
- iii. game- theoretical reasoning for strategic thinking
- iv. organizational capabilities
- v. ambiguity, uncertainty and strategic thinking
- vi. moral sentiments and strategy
- vii. holistic approaches to strategy (e.g. balanced scorecard)

BPA 463 Negotiations and Conflict Management (6 ECTS)

A skilled negotiator or conflict manager is not born – he/she is created through extensive practice, diverse experiences, study, repeated mistakes, continuous feedback, and conscious effort for skill development. Negotiations and conflict resolution are matters that concern everyone. We negotiate in our personal lives with close individuals (and even with ourselves, consciously or unconsciously). We negotiate in the workplace with colleagues, clients, and partners. We negotiate salaries, land purchases, loan

repayments. Negotiations happen constantly—before court trials, between multinational corporations, between states—for economic, social, or political interests. The objective of BPA463 is to provide students and young professionals with the experience, skills, knowledge, and tools to enhance their negotiation, conflict management, and communication abilities. This is achieved through interactive teaching methods and exposure to real-world business cases. Attendance is highly necessary, as frequent individual and group interactive exercises will be assessed.

BPA 464 Energy: Strategy and Operations (6 ECTS)

Energy – from its production to its effective and responsible use – unquestionably represents one of the most crucial political, financial and environmental challenges of our time and one that contemporary organizations are called to understand and manage. At a time of intense concern regarding the future of energy and energy safety and of increasing pressures at a global level to reduce pollution, most governments and companies are trying to integrate the new energy reality into their strategy. The course neither intends to solve the huge global energy problems nor to engage with the theory of energy. Its main purpose is to enable students to readily participate in the discussion and actions of Energy, as these take place within the daily routines of Cyprus, the European Union and the world by providing them with essential tools, techniques and decision-making frameworks to do so.

BPA 465 Business and Climate Change (6 ECTS)

Issues concerning the natural environment hold a primary position on the global agenda nowadays. Organizations of all types and sizes are struggling to effectively and efficiently manage the sustainability challenge. For some organizations, the necessary changes provide real opportunities for operational improvements, product and service redesign or new product development. For others, the consequences and solutions are neither straightforward nor easy. This course introduces and critically analyzes the challenges and opportunities that organizations face as they address the environmental effects on their activities. Managers are called to understand the factors that create business value in the process of managing these issues. In the course, we will also explore how organizations acting strategically, shape the regulatory and competitive field within which they operate. Students will learn to (a) apply different conceptual frameworks to assess the organizations' environmental and social performance (triple bottom line approach); evaluate how markets react to environmental and social issues; and (c) help their organizations to create competitive advantages in the light of increasing environmental and social expectations.

BPA466 Management Goes to the Movies (6 ECTS)

This course gives students the opportunity to explore current issues of management and organizations through films. The basic premise of the course is that films offer a fruitful pedagogical ground for training future managers. Research in Organization Studies shows that managers sometimes learn more about how to manage from popular movies than they do from textbooks and classrooms in business schools. It is therefore

important to be able to deconstruct these 'lessons' and analyze them through a critical lens.

BPA 468 Entrepreneurship and Innovation (7 ECTS)

The course is offered to students who are in their fourth year of studies.

The course provides the theoretical and practical framework for the study and analysis of entrepreneurship and innovation. Topics covered include, inter alia, business plans, venture capital, business angels, intellectual property protection, diffusion of innovations and the innovation sources. Entrepreneurship refers to the process of identification, assessment and development of opportunities, regardless of the resources that we have available to us. Today, mainly because of economic and social conditions, entrepreneurship is difficult but imperative. The aim of the course is to explain the process of innovation and entrepreneurship (inter-dependent concepts) in an understandable and simple way. Additionally, the course provides guidance to students to identify a business opportunity, to set up and grow a business, and to have a successful exit. The lectures are based on academic theory, but the emphasis is focused on the practical application of this theory. The series of lectures is designed to familiarize students with theories and practice about entrepreneurship and the management of new businesses while simultaneously elaborating on the role played by new business ideas in the economy. Specifically, the course provides the theoretical basis regarding the principles of innovation, entrepreneurship, and small business management but also the practical application of this knowledge so that students develop the ability to create and manage business effectively and efficiently. The main practical aim of the course is to develop a business plan.

BPA 469 Creativity and Design Thinking in Organisations (6 ECTS)

Creativity and innovation are the key drivers of success for many of today's leading companies. Some of the most dramatic gains in shareholder value over the last few years (e.g., Google, Apple) are due to a culture that fuels creativity. Indeed, a culture of creativity and innovation is commonly recognized as the only sustainable competitive advantage. An important element of a creative culture is the use of breakthrough design thinking. Design represents a powerful alternative to the dominant management approaches of the last few decades and is an important perspective for business leaders to embrace. This course will focus on developing new ways of thinking "outside of the box." In this class, students will learn techniques for improving the flexibility and originality of their thinking and will explore approaches used by managers and organizations to create and sustain high levels of creativity. Topics include personal thinking preferences, everyday creativity and eliminating mental blocks, creative thinking techniques, idea selection approaches, teaming techniques for creativity, conditions that promote creativity, and design for interaction. The premises of this course are that (i) all people are naturally creative and (ii) everyone's creative abilities can be improved (just like all of our other abilities) through learning and practicing certain skills and techniques. The course is intended for students who want to enhance their innovation and design thinking in business and other domains. The course uses, among other tools, several

hands-on activities to stimulate creative thinking. The course is designed to help students:

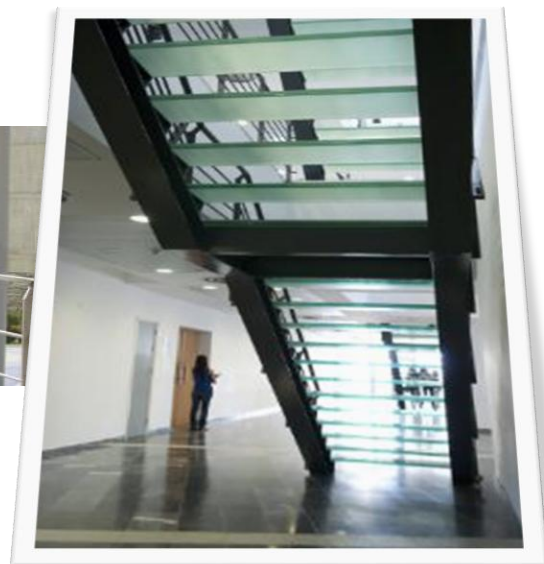
1. Stimulate creativity in themselves and others.
2. Incorporate design thinking into the analysis of business situations.
3. Apply creative and design thinking to a real-world business situation.
4. Learn how to build and lead a creativity-fueled team.

BPA 498 Thesis in Management I (6 ECTS)

Under the guidance of a faculty in the field of Management, students are intended to identify a problem in an organization or a research question, that is of interest to them, and try to provide actionable solutions to the problem or test hypotheses related to the research question. The ultimate purpose of the Thesis is to assist students learn how to structure an unstructured problem, and using the knowledge obtained during their undergraduate studies, provide a solution to an applied problem or try to promote the boundary of scientific knowledge.

BPA 499 Thesis in Management II (6 ECTS)

Under the guidance of a faculty in the field of Management, students are intended to identify a problem in an organization or a research question, that is of interest to them, and try to provide actionable solutions to the problem or test hypotheses related to the research question. The ultimate purpose of the Thesis is to assist students learn how to structure an unstructured problem, and using the knowledge obtained during their undergraduate studies, provide a solution to an applied problem or try to promote the boundary of scientific knowledge.



Operations Management

BPA 241 Introduction to Operations Management (6 ECTS)

This course focuses on studying the applications of linear programming (LP) models for decision support in business settings, helping students understand how mathematical optimization can improve real-world decision-making. Students will develop the ability to formulate optimization models, particularly linear programs, by translating word-based business problems into clear mathematical formulations involving decision variables, objective functions, and constraints. In addition, the course introduces students to classic methods for solving linear programs, such as the graphical and simplex methods, and explores special types of LP models, including network flow problems and project scheduling. Through these topics, students gain practical skills in using LP as a powerful tool for optimizing business operations and making data-driven decisions.

BPA 242 Data Analysis for Business (6 ECTS)

Prerequisite: MAS 061

The goal of the course is to provide students with an understanding and experience in using data for decision-making in a management context. Statistics has become an essential tool in modern management practice, and this course will focus on the application of statistical methods for decision-making in business management. Emphasis will be placed on data collection and interpretation, as well as the application of the concepts of statistical inference.

BPA 244 Business Information Technology (6 ECTS)

This core second year undergraduate course aims to:

- explain how businesses deploy key information technology assets (hardware, software, networks and data) and to enable students to analytically model the cost of these assets
- describe the options and trade-offs between technology development inside the organization versus outsourcing
- introduce and cultivate the idea that information technology has maximum impact under alignment with firm strategy
- offer insight into emerging trends in IT, such as “AI Tools” and “cloud computing” as well as into emerging risks related to systems security
- stimulate ideas for disruptive applications of technology in supporting novel applications and business plans

BPA 245 Introduction to Service Management (6 ECTS)

The course is not offered to students of the Department of Business and Public Administration and the Department of Accounting and Finance.

The course examines the activities and management challenges of service organisations. Topics examined include customer identification, customer contact, strategic role of the

information resource, facility location, queuing systems in services, and management of supply and demand. Emphasis is placed on the design and management of the service delivery system.

Methodologies for evaluating the system's performance, which have been successfully applied in schools and banks, are also examined.

BPA 341 Operations Management (7 ECTS)

Prerequisite: BPA 241

This course aims to:

- Identify the organizational business activities that are related to Production and Operations Management and how these are linked to sustainable long-term organizational goals.
- Gain a deep understanding of classic and current issues of Production and Operations Management.
- Learn how to deliver value added products and services through the use of basic and state-of-the-art techniques used within the Operations Management discipline.
- Acquire tools to bridge the relationship between the Production and Operations Management function with other functions of the business organization.

BPA 342 Supply Chain Management (6 ECTS)

Prerequisite: BPA 241

This course examines:

- The understanding of the art of modelling business problems from their descriptive form into mathematical equations.
- The familiarization with methodologies used for solving problems in supply chains.
- The presentation of practical techniques to manage inventories under uncertain demand using data from real companies.
- The study of contemporary techniques such as aggregation/disaggregation of inventory, postponement, and parts commonality.
- The understanding of the benefits of coordination in a supply chain.

BPA 343 Applied Business Modelling (7 ECTS)

Prerequisite: BPA 241

Constrained resource allocation is a staple of quantitative decision making in many business settings. Mathematical programs constitute prototypical paradigms for determining solutions that optimize decision criteria under financial, operational, regulatory and managerial constraints. This course examines principles of optimization modelling and fundamentals of related solution methods. It develops modelling skills so that students can deploy suitable optimization models to address business problems in practical settings. While the primary focus is on the development of modelling skills and the use of software tools to numerically solve optimization models and interpretation of results to support decision making processes, the course also covers the conceptual

framework and the theoretical underpinnings of common optimization methods, primarily for linear programming.

BPA 344 Network Modelling and Dynamic Programming (6 ECTS)

Prerequisite: BPA 241

Many quantitative decision support problems can be expressed as network models. Specialized algorithms exploit the mathematical structures of networks, enabling the solution of very large instances of these problems with conventional computing systems, making the use of network models particularly appealing in diverse practical applications. Dynamic Programming provides effective means to address sequential and multi-stage decisions, and optimal control, that are encountered in many strategic and operational business problems. This course examines network modelling and dynamic programming with roughly equal emphasis on model formulation and solution techniques. The implementation of realistic models for practical business applications and their solution with suitable computational tools is an integral part of this course.

BPA 345 Management and Improvement of Quality (6 ECTS)

One of the most important factors for the long-term viability of the organization is the quality of the product or service that the organization has to offer. The challenge of delivering consistently high levels of quality cannot be underestimated in today's competitive environment. In this class we first discuss the main approaches regarding quality and the different ways it can be defined. The main objectives are to:

1. Understand that quality is defined by the customer. Quality is the extent to which a product or service exceeds the needs of the customers, both internal and external.
2. Understand the difference between quality of design and quality of conformance. Know that design quality and error prevention are preferred to error detection.
3. Understand that quality products and services are the result of quality processes. Quality processes exhibit low variation and are continuously improved in terms of decreasing variation. Also understand that tampering with processes that exhibit only random fluctuations will increase process variation.
4. Understand that employees need to be properly trained and empowered to improve processes with which they work.
5. Understand that top management must create clear quality values and build those values into the way the organization operates.
6. Understand that cross-functional communication and involvement are essential to designing and providing products and services that exceed the needs of the customer.
7. Know that strategic quality planning must be closely linked to (or be) the business plan.
8. Choose long term process improvement over short term fixes and know that pursuing a strategy of quality improvement decreases costs and increases revenues in the long run.

9. Apply principles of quality management to your own personal efforts at home, school and work.
10. Be involved in improving the processes of the business school and the university.
11. Look at problems as opportunities to improve, and approach them as such, rather than trying to avoid them.
12. Make decisions and solve problems based upon data and facts, and not intuition alone.

BPA 346 Quantitative Methods in Business (6 ECTS)

Prerequisite: BPA 242 and MAS061

The aim of the course is to introduce students to linear regression (simple and multiple), the conclusions that result and the use of regression for predictions. Topics related to graphical controls of required prerequisites methods of selecting variables and the use of false variables will be covered. Finally, there will be a brief report / introduction to logistic regression. During the lectures, practical applications will be presented using the statistical packet R.

BPA 347 Management Information Systems (6 ECTS)

Prerequisite: BPA 242

The course examines the different types of information systems used by modern organizations to support their business and strategic objectives. It explains how companies can develop and utilize technology to manage the knowledge generated internally within the organization and analyzes the challenges associated with using information systems to achieve a competitive advantage. A significant part of the course also includes discussions on the issues raised by the widespread use of technology in business environments, both for society as a whole and for individuals. Additionally, it explores security concerns and the related problems that technology poses for companies and their customers. The course incorporates numerous real-world examples from current events, international literature, and the instructor's professional experience.

BPA 349 Revenue Management (6 ECTS)

This course is an introduction to the theory, principles and practices of revenue management (RM) and how these can be effectively applied to various industries. Revenue management addresses a simple but yet, challenging question: “How can we charge the right price, to the right customer, for the right product, through the right channel, at the right price?” The course focuses on the application and evaluation of revenue management strategies and is intended for individuals with a specific interest in the service industry. However, the RM concepts and tools can also be applied in other industries, as well. After the basic RM principles that focus on issues of strategic and differential pricing and value are presented, the course turns its attention to specific RM strategies and tactics that are followed by a number of limited capacity services, such as hotels, B&Bs, motels, cruise ships, theatres, banquet halls, restaurants etc. Conditions

and specific organizational characteristics that allow the application of RM are also examined and discussed. This is important in order to understand the challenges and pitfalls associated with many RM systems and help design effective RM systems. The learning objectives of the course include the following:

- To understand the importance of Revenue Management in se organizations
- To appreciate the complexities of setting up an effective RM system
- To be exposed to the basic principles of revenue management
- To understand the keys to building successful Rm systems

BPA 433 E-Commerce (6 ECTS)

Prerequisite: BPA244

The term electronic commerce (e-commerce), which initially associated only to online sales and purchases, is now being used as identical to electronic business (e-business) and includes a wide range of corporate activities. These activities employ advanced technologies so as to organize all production stages and aim at financially benefiting by new communication methods in order to connect with customers, business partners and markets. The course addresses important aspects of this topic and deepens on the opportunities and challenges generated for organizations. More specifically, it emphasizes on:

- the development of practical knowledge through case studies of actual uses of e-business
- the understanding of the theoretical background needed for the development of strategic plans in the context of e-business
- the gaining of hands-on training through targeted projects.

BPA 444 Social Networks and Businesses (6 ECTS)

Prerequisite: BPA242

Networks are a fundamental tool for modelling complex social, technological and economic systems. Combined with the availability of data on a large scale, the explanation of such complex systems involves many challenges in both modelling and computing. The course focuses on the analysis and explanation of the topology of real and small-scale networks as well as the dynamic processes that take place in them.

Initially the course will cover mathematical models and algorithms for the development of networks that are able to describe the basic structural properties of real-world systems. We will then explore the way in which we can analyse in practice large-scale network data, how to quantify various properties of 'nodes' and 'links' and how to justify these properties through network structure and development models.

In the second part, the course will focus on various dynamic processes that evolve into networks. For example: how does information (and misinformation) spread over social networks? how can we design a viral marketing campaign that, in an online social network, how the fragility of financial markets is spreading, how a viral disease is spreading rapidly on an air transport network? We will also be concerned about how different structural features of a network affect how quickly and how 'deep' a dynamic process is spreading to a network. Finally, this class will deal with network visualizations

using various libraries in R or other software. This course makes extensive use of simple statistical methods and the use of appropriate software such as R.

BPA 445 Service Management (6 ECTS)

The service sector is today one of the largest and fastest-growing components of most developed and developing economies. Fuelled by the latest developments in technology and transport infrastructure, the service industry alone has, for example, already become a major driver of economic growth in most countries. This course focuses on the unique aspects involved in the design and delivery of service operations. The intent is to introduce students to the basic issues and main challenges that most successful service operations face today. Students completing this course will acquire the tools to identify and apply appropriate management processes to ensure efficient, effective and quality oriented service operations. Students will also gain an appreciation of the complexities involved in managing service encounters and implementing changes and further appreciate entrepreneurial opportunities in services. Topics covered include among others: the nature of service operations, service strategy and the service value chain, process analysis and capacity management in services, service quality and the service encounter, and the management of waiting line systems in services.

BPA 446 Predictive Analytics in Business (6 ECTS)

Prerequisites: MAS 061, BPA 242

The ubiquity of data that are easily accessible in digital networks, the rapid advancements of computing technologies, and methodological developments in data mining and big data analysis methods, provide revolutionary means in research and in wide spectrums of business applications. Data-driven analyses are increasingly applied as evidence-based methods to inform/drive decision-making and competitiveness in most business settings. Becoming well-versed in these contemporary developments is a necessity for business professionals. This course exposes students to the evolving field of business analytics and its broad range of applications and imparts practical skills in the implementation of contemporary data analysis approaches.

BPA 447 Advanced Quantitative Methods in Business (6 ECTS)

Prerequisite: BPA 346 and BPA242

The course is an introduction to multivariate statistical analysis and other state of the art Machine Learning methods. The aim of the course is to introduce several basic statistical methods used to analyse multivariate data, and time series emphasizing the application and interpretation of these methods. Also, an introduction to the time series analysis will be made. During the lectures, practical applications will be presented using the statistical package R.

BPA 448 Planning and Managing Projects (6 ECTS)

Prerequisite: BPA241

The course examines the process of project planning. Issues to be examined include project definition, managing organization and cost in projects, managing time and resources in projects, as well as managing risk in projects. The course also presents techniques for the effective initiation and completion of projects and techniques to manage the performance of the project in terms of cost, time and quality during its implementation phase. The course aims towards providing participants with the tools to create the project manual in which all aspects of the project are presented and are essential during its implementation. In addition, the course intends to present students with techniques that keep track of the project progress during the implementation phase. During the course, computer software dealing with project management will also be presented.

BPA 449 Current Topics in Operations Management (6 ECTS)

Prerequisite: BPA 343 and BPA 341

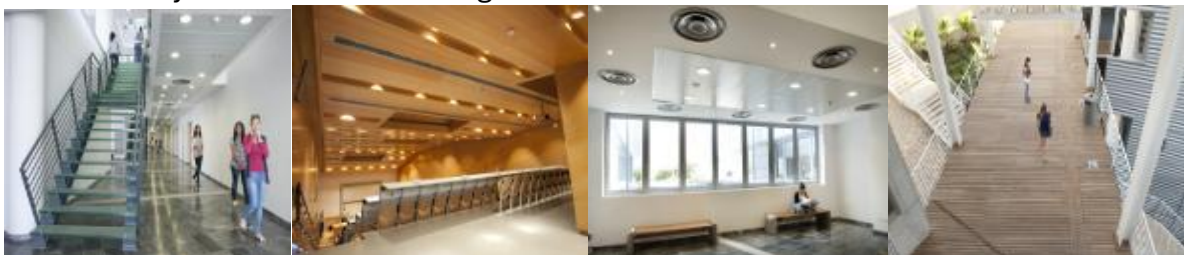
The contents of this course, which is offered periodically, are adjusted according to the interests of the teaching faculty (e.g., advanced topics in operations management that are timely). The course may be taught jointly by multiple faculty, and often includes guest lectures by practitioners, so that students will develop an appreciation for related business practices.

BPA 490 Thesis in Operations Management I (6 ECTS)

Under the guidance of a faculty in the field of Operations Management, students are intended to identify a problem in an organization or a research question, that is of interest to them and try to provide actionable solutions to the problem or test hypotheses related to the research question. The ultimate purpose of the Thesis is to assist students learn how to structure an unstructured problem, and using the knowledge obtained during their undergraduate studies, provide a solution to an applied problem or try to promote the boundary of scientific knowledge.

BPA 491 Thesis in Operations Management II (6 ECTS)

Under the guidance of a faculty in the field of Operations Management, students are intended to identify a problem in an organization or a research question, that is of interest to them and try to provide actionable solutions to the problem or test hypotheses related to the research question. The ultimate purpose of the Thesis is to assist students learn how to structure an unstructured problem, and using the knowledge obtained during their undergraduate studies, provide a solution to an applied problem or try to promote the boundary of scientific knowledge.



Marketing

BPA 251 Principles of Marketing (6 ECTS)

The course examines the basic principles guiding modern thinking and practice in marketing, such as those pertaining to understanding, communicating, and delivering superior value and satisfaction to the customers of an organization. In particular, the course aims toward: (a) understanding marketing and the marketing process, which investigates the role of marketing in a changing world, the relationship between marketing and strategic planning, and the environment of marketing; (b) developing marketing opportunities and strategies, which examines the marketing information system, the behavior of consumer and organizational buyers, and the target marketing process; and (c) developing the marketing mix, which analyzes the strategies that an organization has at its disposal with regard to product, price, distribution, and promotion.

BPA 351 Marketing Research (7 ECTS)

Prerequisite: BPA 251

The course examines the role, importance and limitations of market research on the overall marketing effort. It also explores the various stages of the research process, alternative types of research design as well as basic methods and collecting data in marketing. Finally, reference is made to sampling, as well as in the process of analysis, interpretation and presentation of findings from the research.

BPA 352 Consumer Behaviour (7 ECTS)

Prerequisite: BPA 251

The course examines the various theories/models of consumer behavior and their application to marketing decision making. It also investigates methods for researching and segmenting the consumer market as well as analyses the internal (psychological) and external (sociocultural) influences on consumer behavior. The consumer decision-making process and trends in the consumer market are also discussed within the context of the course.

BPA 353 Sales Management (6 ECTS)

Prerequisite: BPA 251

The purpose of this course is to provide students with a comprehensive understanding of the principles, strategies, and techniques required to effectively manage a sales organization. Students will develop practical skills in sales planning, leadership, performance evaluation, and customer relationship management, preparing them for careers in sales leadership and related fields. Additionally, it seeks to encourage critical thinking on various issues related to sales management, particularly in establishing a foundation for developing new methods and techniques aimed at solving existing practical problems that organizations face in sales operations.

BPA 354 Marketing Communications (6 ECTS)

Prerequisite: BPA 251

This course provides fundamental theoretical knowledge and equips students with essential skills and analytical techniques for developing and effectively implementing advertising and promotion strategies in modern organizations. Students will learn how to craft compelling messages, design creative campaigns, and align them with brand positioning and consumer insights. A key focus is on turning creative concepts into actionable plans by developing a structured media strategy that ensures optimal reach and impact.

BPA 355 Retail Management (6 ECTS)

Prerequisite: BPA 251

The course provides students with a comprehensive understanding of the dynamic retail industry, covering key concepts such as consumer behavior, store operations, merchandising, supply chain management, and digital retailing. The course aims to equip students with the knowledge and practical skills required to analyze retail trends, develop effective retail strategies, and enhance customer experiences. By blending theoretical frameworks with real-world case studies, students will gain insights into the challenges and opportunities in modern retailing, preparing them for successful careers in retail management, e-commerce, and related fields.

BPA 452 International Marketing (6 ECTS)

Prerequisite: BPA 251

The course focuses on the identification and satisfaction of customer needs in the international market more effectively and efficiently than the competition, as well as on the coordination of marketing activities in different countries. Specifically, the course aims to: (a) examine the international environment, where the basic parameters synthesizing the international environment with which the marketing operates are analyzed, (b) analyze and select foreign markets, where the international marketing process and the design of the world marketing strategy are examined, (c) develop the international marketing mix, where the international strategies available to the firm regarding the product, price, channels of distribution, and promotion are analyzed, and (d) coordinate international marketing, where the process of planning, organizing, implementing, and controlling international marketing is examined.

BPA 453 Strategic Marketing (6 ECTS)

Prerequisite: BPA 251

The course examines basic principles and issues related to strategic decision-making directing the marketing effort, which is very important for the survival and growth of a company in the rapidly changing business environment of the 21st century. Specifically, the course focuses on the strategic marketing process, which consists of four basic tasks: (a) analysis of the strategic situation, which covers the analysis of the market and the competition, market segmentation, and the continuous learning from the market, (b)

design of marketing strategies, which examines targeting and positioning strategies, strategies of marketing relationships, and the designing of new products, (c) development of marketing program, which consists of strategies for products, distribution, pricing, and promotion, specially design to satisfy the needs of target buyers, and (d) implementation and management of marketing strategy, which examines issues relating to the organization and implementation of marketing strategy.

BPA 456 Digital Marketing (6 ECTS)

Prerequisite: BPA 251

The course aims to present how the existing concepts, theories, and models of Marketing, as well as Business Administration in general, can serve as a foundation for designing, developing, and implementing effective Digital Marketing strategies. The course examines: (1) the changes that the Internet has brought to an organization's immediate environment, (2) the impact of macro- and micro-environmental factors on Digital Marketing strategy and its implementation, (3) ways in which the Internet can be used to enhance the effectiveness and efficiency of traditional Marketing functions, (4) the integration of Digital Marketing with existing Marketing planning tools, and (5) the development of Marketing strategies that are exclusively based on the Internet.

BPA 458 Social Media Marketing (6 ECTS)

In alignment with the purpose of the course, the main objectives are that upon completion of the course, students are able to:

1. To understand and manage the dynamic and complex environment of Social Media Marketing, with its multiple zones, channels, and communication vehicles.
2. To distinguish the profile and evaluate the platforms of Social Media, in order to design effective Marketing strategies on these platforms.
3. To distinguish the motivations, social identity, and activity of social media users on Social Media platforms.
4. To appreciate the primary role and diversity of content (visual, verbal, written content) in the success of Marketing programs on Social Media.
5. Analyze the social dialogue and incorporate it into communication plans with strategic thinking.
6. To develop products and services for brands by selecting and applying the appropriate marketing tactics and tools on Social Media.
7. To build and maintain corporate reputation through Social Media.
8. To manage crisis cases as they appear on Social Media.
9. To manage customer relationships on Social Media Platforms.
10. To apply appropriate tactics aimed at engaging the target audience, developing relationships with them, and building communities.
11. To conduct Marketing research utilizing the dynamics and technological support of Social Media.

BPA 494 Thesis in Marketing I (6 ECTS)

Under the guidance of a faculty in the field of Marketing, students are intended to identify a problem in an organization or a research question, that is of interest to them, and try to provide actionable solutions to the problem or test hypotheses related to the research question. The ultimate purpose of the Thesis is to assist students learn how to structure an unstructured problem, and using the knowledge obtained during their undergraduate studies, provide a solution to an applied problem or try to promote the boundary of scientific knowledge.

BPA 495 Thesis in Marketing II (6 ECTS)

Under the guidance of a faculty in the field of Marketing, students are intended to identify a problem in an organization or a research question, that is of interest to them and try to provide actionable solutions to the problem or test hypotheses related to the research question. The ultimate purpose of the Thesis is to assist students learn how to structure an unstructured problem, and using the knowledge obtained during their undergraduate studies, provide a solution to an applied problem or try to promote the boundary of scientific knowledge.

BPA397 – Placement in Organizations III (6 ECTS)

BPA398-Placement in Organizations I (3 ECTS)

BPA399-Placement in Organizations II (3 ECTS)

The purpose of the course is to enable students of the Department to apply the knowledge and skills they have acquired during their studies so that they develop a well-rounded perception of their subject. This can be achieved either through a task assigned to the student by the Host Organisation or through daily interaction within the field of activity of the Host Organisation. Additionally, students will be given the opportunity to gain professional experience related to their field of study, additional knowledge, skills and communication capabilities, as well as networking with potential employers.

BPA480-Independent Research Study (6 ECTS)

The intent of this research-oriented course is to enable students to conduct research on a topic of their interest, related to the specialization they are pursuing. Students, under the guidance of a relevant faculty member, identify a direction of research, identify the relevant literature on the topic, and try to promote research on this topic.

Enrolment in the BPA 480 requires the approval of the Department Council.

