



European  
University  
Business School

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# \_ UNDERGRADUATE PROGRAM COURSE DESCRIPTIONS

Discover in-depth information on undergraduate programs offered at European University. Inside, you will find detailed course descriptions for the core bachelor's subjects as well as a breakdown of the majors available.



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## \_CORE COURSES

# – FIRST YEAR SEMESTER 1

## CORE COURSES

### BCO 111 - Foundations of Business Management (3CH/4ECTS)

This course explores the dynamic organizational environment in which businesses operate and provides students with an overview of functional areas such as human resources, marketing, public relations, financial management, operations management, as well as purchasing and supply management. Students develop an understanding of the theory underlying key management principles including planning, organizing, leading and controlling. Students are introduced to and use the case study method to critically examine business management practices.

### BCO 112 - Marketing Management (3CH/4ECTS)

Marketing involves understanding the marketing mix and making decisions about product, distribution, promotion and price. This course introduces students to the basic concepts, analyses and activities that comprise marketing management, including the study of the marketing environment framework, target market, market segmentation, marketing ethics and the marketing mix. Students analyze cases reflecting marketing successes and failures to acquire the fundamentals of marketing management.

### BCO 113 - Writing Communication Skills (3CH/4ECTS)

This course provides students with theoretical and practical application of communication principles that relate to the production of written messages in the business world. The principles studied and applied in this course come from cases involving business letters, reports and memoranda. Emphasis is put on the production of effective messages which project the brand, achieve desired outcomes and generate positive working relationships.

### BCO 114 - Accounting I (3CH/4ECTS)

The course is an introduction to the basic accounting theories and principles like: the accounting cycle; the recording and reporting of accounting data; adjusting entries; closing entries; subsidiary ledgers; and financial statements like the accounting for assets is covered in detail. The course also explores new accounting technologies and their use in the preparation of financial information.

### BCO 115 - Microeconomics (3CH/4ECTS)

This course deals with the key principles of microeconomics that have critical, far-ranging applications in business, government and everyday life. Students reflect on theories and insights, leading to an analytical understanding of many choices made by individuals, organizations, governments and other stakeholders. Some powerful, analytical tools and concepts are presented and explored as students learn to assess and analyze the world from an economic perspective.

### BCO 116 - Elementary Calculus (2CH/3ECTS)

This course builds skills and proficiency in calculus and focuses on the understanding and application of areas of calculus that are relevant to managerial and business sciences. Students revisit the theory and practice of limits, continue with derivatives and explore applications and integration; including multi-variable scenarios, differential equations, series and optimization.

### BCO 117 - IT Software for Business (2CH/3ECTS)

Computer literacy is fundamental to the learning process and a mandatory component for a successful career. This course helps students understand computer hardware, software and network systems. It focuses on the Microsoft Office suite and the use of the internet. Special emphasis is given to MS Excel, as it is an essential tool for other subjects taught during the programs.

### BCO 118 - Environmental Sustainability (2CH/3ECTS)

Environmental sustainability means meeting the needs of the present generation without compromising the ability of future generations to do the same. Students examine the objectives and best sustainability practices of leading non-profit and for-profit organizations. In addition, the course looks at “green” business initiatives throughout the world. Topics include carbon and water markets; green buildings; design; and sustainable management systems.

### Seminars/Industrial Visits (1CH/1ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

## \_FIRST YEAR SEMESTER 2

### CORE COURSES

#### BCO 121 - Ethics in Business (3CH/4ECTS)

This course is an introduction to ethical theory and how it is applied to business issues. Students use case studies to identify ethical issues, analyze them using learned principles and make recommendations to resolve them. The course also prepares students for the social responsibility challenges and opportunities they will face throughout their careers.

#### BCO 122 - Oral Communication Skills (3CH/4ECTS)

The fundamental skills for communicating within the workplace and on behalf of an organization are the basis upon which students develop the skills necessary to be effective business executives. These skills include listening, interviewing, speech evaluation, poise and confidence. Students learn to analyze how, when and in which format to send messages, and develop critical analysis skills in order to enhance their oral communication skills.

#### BCO 123 - Accounting II (3CH/4ECTS)

Key accounting concepts and analytical techniques are applied as students gain an in-depth understanding of concepts such as stockholders' equity, retained earnings and cash flow. The course also examines different tools used in financial statement analysis as well as the basic concepts of budgeting and cost accounting systems used in management accounting.

#### BCO 124 - Macroeconomics (3CH/4ECTS)

Macroeconomics studies the larger picture and, as such, some of the most important issues that affect our daily lives - income, inflation, unemployment, interest rates, GDP and the business cycle. Students also investigate the role of economics in relation to government policy, international trade and the international monetary system.

#### BCO 125 - Business Law (3CH/4ECTS)

This course introduces students to the main legal issues that entrepreneurs, organizations and business managers face when running an operation. Students learn about key concepts of business law through situational analysis and discussions on topics including statutory, common and case law. Topics such as setting up a company, trust or partnership, contracts, mercantile, tax, civil, agency and commercial law are covered. The relationship between ethics and the law is a common thread running through the course.

#### BCO 126 - Mathematics of Finance (2CH/3ECTS)

This course enables students to perform all the analyses required in day-to-day transactions involving value (time and/or money). Students learn to make business investment decisions in an objective manner. The course explores mathematical concepts and procedures required in financial management and analysis.

#### BCO 127 - Applied Management Statistics (2CH/3ECTS)

This course provides students with hands-on experience in the techniques related to the collection and use of statistical data and their evaluation and application in managerial situations. Subjects covered include means, distribution, dispersion and sampling. Keys to statistical inference are highlighted and the importance of random sampling is investigated.

#### BCO 128 - Advertising, Media & Branding (2CH/3ECTS)

This course introduces students to the key concepts and practices that underpin successful advertising and brand communications. Students learn how to select appropriate media for these communications and also develop an understanding of trends, visual thinking, advertising brief development, marketing principles, brand communications, media relations and client/agency relationships.

#### Seminars/Industrial Visits (1CH/1ECTS)

CH - Credit Hours

ECTS - European Credit Transfer System

## CORE COURSES

### \_ SECOND YEAR SEMESTER 3

#### BCO 211 - Strategic Marketing (3CH/4ECTS)

Strategic marketing is the process of ensuring customer satisfaction through the integration of business functions and the continuous search for a sustainable competitive advantage. Students discuss where strategic marketing fits within the overall business plan. The course views strategic marketing from the customer and brand perspective and examines the concept of marketing strategy: targeting, achieving a sustainable competitive advantage and brand positioning.

#### BCO 212 - Business Finance I (3CH/4ECTS)

This course introduces students to core financial areas and issues that provide a basis for more specific learning in other courses. Students are introduced to financial instruments and techniques used in financial decision making. Concepts such as asset valuation, financial health, future investment planning, risk and return are explored through case studies.

#### BCO 213 - Human Resources Management (2CH/3ECTS)

Effective human resources management is a key function in successful organizations. The course examines theories and explores the dynamic relationship between strategy, people, technology and the processes that drive organizations. Key topics include profiling; recruitment and development of staff; employment laws; motivation; job satisfaction; performance management; and fair compensation.

#### BCO 214 - Production Management (2CH/3ECTS)

This course covers production and operational management, focusing on productivity analysis that contributes to improving business processes and creating a competitive edge. Inventory control systems, procurement, manufacturing and quality control systems are key issues examined and discussed.

#### BCO 215 - Entrepreneurship & New Venture Creation (2CH/3ECTS)

This course explores the complexities of starting and developing a small business. Students examine the management skills necessary to succeed as independent business owners and learn how to assess personal strengths and weaknesses in order to form effective work teams. The course uses cases to explore key topics such as opportunity analysis, feasibility studies and start-up finance, as well as comparing entrepreneurial management with professional management.

#### BCO 216 - Management Information Systems (2CH/3ECTS)

This course looks at the foundations, technology and applications of management information systems (MIS) in today's competitive business environment. Students identify the major management challenges to building and using information systems. Practical cases are used to examine, analyze and compare systems which serve the information needs of organizations.

#### BCO 217 - E-Business (2CH/3ECTS)

E-business is an interdisciplinary topic encompassing both business and technology. The course is an introduction to this rapidly-changing mode of doing business. It examines commonly-used and emerging technologies, as well as discussing the organizational impacts and management implications of moving into e-business. A number of specific applications are reviewed through case studies.

CH - Credit Hours

ECTS - European Credit Transfer System

## \_ SECOND YEAR SEMESTER 4

### CORE COURSES

#### BCO 221 - Global Economics (3CH/4ECTS)

All economies, regardless of their size, depend on other economies to some extent. In this course, students examine the forces, processes and actors that shape economic globalization. Topics include the effectiveness of trade organizations such as the WTO, the theory of comparative advantage, modern trade theory, intra-industry trade and the impact of protectionism tools such as tariffs on global trade. The course also examines the impact of international trade on labor and the environment; the balance of payments; exchange rates and the exchange rate systems; open economy macroeconomics; past international financial crises; NAFTA; and the impact of the European Union on the global economy.

#### BCO 222 - Business Finance II (3CH/4ECTS)

This course explores and assesses financial issues affecting markets, companies and management. Students are invited to examine and reflect on current and past cases to strengthen learning. Topics include measuring efficiency, valuation of debt, financial analysis and planning and working capital.

#### BCO 223 - Social Media Marketing (2CH/3ECTS)

In the rapidly-evolving world of search engine optimization and viral marketing, social media plays a leading role. This course explores social media marketing tools, techniques and strategies and examines how to use them to build valuable, lasting relationships with customers and other stakeholders. Students learn how to improve online campaign performance and combine social media with other components of a marketing or communications campaign.

#### BCO 224 - Financial Markets (2CH/3ECTS)

Financial institutions support entrepreneurs and help them manage the economic risks they take on. This course teaches students the strengths and imperfections of tools and institutions such as banking, insurance, securities, futures, bonds and other derivatives markets, focusing on the recent past, the present and the near future.

#### BCO 225 - Consumer Behavior (2CH/3ECTS)

Understanding consumers enables marketers to more effectively meet the needs of buyers in the market. This course investigates the processes that individuals, groups and organizations use to select, secure, use and dispose of products, services and experiences. It also covers the process of generating ideas to satisfy the needs and impacts that these processes have on the consumer and society. Students develop an understanding of the way people interact with products or services and their marketing environment, as well as an appreciation of the social, cultural and marketing factors that influence the selection and use of products and services.

#### BCO 226 - Sales & Purchasing Management (2CH/3ECTS)

The course focuses on business-to-business relationships. Students learn how to apply their knowledge of sales and purchasing concepts to solve business problems. Effective management of salespeople and purchasing functions is critical to business success because of the constant pressure to improve cost optimization and resource efficiency.

CH – Credit Hours

ECTS – European Credit Transfer System



– THIRD  
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## CORE COURSES

### BCO 311 - Global Business (3CH/4ECTS)

This course introduces students to the world of international business and management and examines contextual factors, administrative mechanisms, organizational processes, cultural influences and government and business structures in the global economy. Students explore the challenges facing modern corporations when organizing cross-border activities that span multiple stages of the value chain. Topics include trade relations and missions; international finance; legal and labor agreements; information needs; production systems; marketing; and promotion.

### BCO 312 - Financial Statement Analysis (3CH/4ECTS)

In this course, students learn how to evaluate company performance and value based on financial information. Students interpret the income statement, balance sheet and cash flow in addition to learning how to apply ratio analysis. At the end of the course students are able to prepare financial projections based on a company's financial reports.

### BCO 313 - Negotiation (2CH/3ECTS)

This course helps students build their negotiation skills and develop an analytical understanding of negotiations and conflict management so that they can become more effective problem solvers. Through role play, simulation and observation, students examine, evaluate and apply negotiation techniques, learning to identify tricks and distracters used by counterparts.

### BCO 314 - Small Business Management (2CH/3ECTS)

The course explores the complexities of managing and developing a small business and gives students practical information concerning small and medium-sized enterprises (SME). This involves exploring the practical implications of self-employment and being part of a family-run business. Topics include areas of marketing, finance and labor management specific to the SME sector.

### BCO 315 - Corporate Finance (2CH/3ECTS)

The course addresses three main issues in corporate finance: how a corporation should invest its funds; how it should finance its investments; and to what extent it should distribute some of its assets to its owners. Students look at practical examples of how this balance is achieved in order to maximize the value of the organization.

### BCO 316 - Industrial Marketing (2CH/3ECTS)

The course introduces the key elements of business-to-business (B2B) marketing and analyzes the differences between industrial and consumer markets. Topics include business buyer behavior, steps in business-buying decisions, B2B marketing strategies, the role of events and B2B marketing campaigns.

CH – Credit Hours

ECTS – European Credit Transfer System

## – THIRD YEAR SEMESTER 6

### CORE COURSES

#### BCO 321 - Strategic Management (3CH/4ECTS)

This course examines how firms gain and maintain a competitive advantage. It explores the corporate environment and looks at the challenges entrepreneurs and senior management face when transmitting the vision and mission so that these permeate all departments and functional areas. The course takes a general management point of view of an organization and analyzes decisions and strategies in light of the total business. Students relate strategy to the future development of the organization and discuss how to implement strategic plans.

#### BCO 322 - Budgeting & Control (3CH/4ECTS)

In this course students learn how to create company budgets in line with business policy and, from a management perspective, to understand their purpose, the advantages and disadvantages of budgetary control, and the concept of responsibility centers. The need for detailed information is highlighted and students become familiar with the main concepts, tools and techniques for budgeting and for analyzing budgeting variances.

#### BCO 323 - Organizational Communication (2CH/3ECTS)

This course concentrates on the fundamental skills of communicating effectively and optimizing synergies in the workplace. Students explore, understand, improve and develop their ability to judge and apply effective strategies, such as two-way communication, events and other social media tools, in the area of organizational communication. Students also learn to analyze how, when and in which format to send messages and develop critical analysis in order to enhance their communication and add value to an organization.

#### BCO 324 - Cases in Marketing (2CH/3ECTS)

This course brings together the skills and knowledge that students will have acquired in the area of marketing. Students thoroughly analyze cases illustrating a variety of situations in which a wide range of companies find themselves, discuss the issues and search for creative solutions. Students identify market opportunities and learn to define strategies compatible with the organization's marketing plan. This course helps students to understand the strategic and integral role of the marketing department in a business.

CH – Credit Hours

ECTS – European Credit Transfer System



## BBA – BACHELOR OF BUSINESS ADMINISTRATION

### \_SECOND YEAR SEMESTER 3

#### BBA 211 - Cross-Cultural Business Issues (2CH/3ECTS)

This course explores the complexities and challenges of running a business in culturally-diverse circumstances and examines how cultural diversity can lead to competitive advantage. Topics include company policy and strategy; vision and mission; ethics; human resources management; and other aspects concerning a company's internal environment, joint ventures and international expansion.

#### BBA 212 - Knowledge Management (2CH/3ECTS)

This course explores the importance of knowledge collection and selection, as well as the dissemination of information. Students are exposed to an overview of internal communication flows, emphasizing the importance of the network model. Students utilize cases to examine how key stakeholders can be incorporated into effective knowledge management.

Seminar/Industrial Visits/Thesis Seminar (1CH/1ECTS)

### \_SECOND YEAR SEMESTER 4

#### BBA 221 - Marketing Research (2CH/3ECTS)

This course introduces key market research concepts, tools and practices and provides students with the knowledge and opportunities to conduct market research on a small scale. Students also apply insights gained to evaluate examples of quantitative and qualitative research.

#### BBA 222 - Project Management (2CH/3ECTS)

This course introduces students to project management practices, using formal strategies that facilitate project control and meeting objectives. The course uses case studies to help students understand successful and unsuccessful project management strategies and practices.

#### BBA 223 - Service Management (2CH/3ECTS)

This course explores the complexities of service management as an area of business. Emphasis is placed on the strategic issues involved in service, positioning, human resources management, as well as managing change, growth and brand image.

Seminar/Industrial Visits/Thesis Seminar (1CH/1ECTS)

### \_THIRD YEAR SEMESTER 5

#### BBA 311 - Supply Chain Management (2CH/3ECTS)

Supply chain management entails managing the flow of goods and information through the organization's value chain, from suppliers to end users. The course analyzes the supply chain to identify where value can be added, identifying where and how strategic competitive advantage can be achieved.

#### BBA 312 - Decision Analysis (2CH/3ECTS)

This course is an introduction to the essential analytical skills needed in the decision-making process. It provides students with a basic decision-making framework and introduces the main ideas, concepts and tools that have been developed by both economics and management sciences. A specific goal is to achieve an understanding of decision making, not merely as a specific 'point in time', but as a dynamic process with ongoing consequences.

#### BBA 313 - Change Management Today (2CH/3ECTS)

Managing change and its conflicts entails a variety of skills - some conceptual and diagnostic, others strategic, political and interpersonal. This course gives students an understanding of the complexity and dynamics of change in organizations, and its relationship with the organization's vision and mission. Students learn to identify variables (technology, social structure, interpersonal relations and external demands) and relationships that create or impede change. Different approaches to dealing with change are discussed and evaluated.

Seminar/Industrial Visits/Thesis Seminar (1CH/1ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

**\_THIRD  
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## BBA – BACHELOR OF BUSINESS ADMINISTRATION

### BBA 321 - Cases in Finance (2CH/3ECTS)

This course uses case studies to give practical illustrations of financial problems. Students learn to deal with a range of cases systematically: identifying issues, determining possible impacts, evaluating proposals and producing solutions.

### BBA 322 - Leadership & Team Building (2CH/3ECTS)

This course offers integrative knowledge and skills for the future manager in his or her role as a leader of a global business organization. Students learn how effective leaders build teams they trust and believe in. They also examine how leaders are responsible for the design of the organization; how they manage organizational change; and how they align their organizations with the interests of both internal and external stakeholders.

### BBA 323 - Total Quality Management (2CH/3ECTS)

Quality management is a key issue for organizations in all sectors. Management students need to be aware of this fact and prepare themselves to deal with issues concerning quality. This course introduces students to tools used in the total quality management (TQM) process and uses cases to enhance understanding of the practice of TQM.

### BBA 324 - Retail Management & Merchandising (2CH/3ECTS)

In this course students learn about the traditional and non-traditional business approaches to retail management and merchandising and explore revolutionary changes that come about because of new technologies and globalization. Students discuss how to integrate conceptual and practical aspects associated with retailing and merchandising.

### BBA 325 - Portfolio Management (2CH/3ECTS)

This course provides a clear framework for understanding, creating and evaluating a portfolio of stocks, bonds and other investments, as well as for measuring its performance in financial markets. Students evaluate investment portfolios using different methods and compare them in order to obtain the optimal portfolio; with maximum return and minimum risk.

### Thesis Seminar (1CH/1ECTS)

### Final Case: Marketing (3CH/3ECTS)

### Final Case: Finance (3CH/3ECTS)

### Thesis (6CH/6ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

## BA – BACHELOR OF ARTS IN COMMUNICATION & PUBLIC RELATIONS

### \_SECOND YEAR SEMESTER 3

#### BAC 211 - Fundamentals of Public Relations (2CH/3ECTS)

This course introduces students to the field of public relations and the way that organizations communicate with society. The principles of public relations are then applied to practical situations, detailing the procedures for planning and implementing campaigns. Theoretical concepts are illustrated using cases from corporate, governmental and non-profit sectors.

#### BAC 212 - Interpersonal Communication (2CH/3ECTS)

Effective interpersonal communication is essential to building and maintaining productive personal, social, intellectual and business relationships. This course develops and applies approaches to effective interpersonal communication with topics which include self-concept, perception, language, listening, conversation, self-disclosure, friendship and conflict management. Students practice communication skills that develop and maintain relationships occurring in work, social and non-public settings.

Seminars/Industrial Visits (1CH/1ECTS)

### \_SECOND YEAR SEMESTER 4

#### BAC 221 - Public Relations Research (2CH/3ECTS)

This course studies the research tools available to support public relations objectives, focusing on selecting and applying the appropriate tools in each situation. Students learn how to design and conduct preliminary research, as well as how to select and apply different data collection techniques; the findings are then communicated in a final report.

#### BAC 222 - Event & Conference Management (2CH/3ECTS)

This course is an introduction to the events industry in a broad business context, with the aim of developing an understanding of the key areas involved in planning and managing events. Different types of events are covered, with a special emphasis on conference organization and management.

#### BAC 223 - Public Relations Campaigns (2CH/3ECTS)

This course focuses on the theories, ideas and concepts that are integral to the development of a successful public relations campaign, from the planning phase to the evaluation phase. Business cases are critically examined to highlight organizational successes and failures. Students are encouraged to think strategically and creatively about a range of issues and objectives that can arise. Concepts are applied by developing proactive and reactive communication plans and campaigns to address different situations.

Seminar/Industrial Visits/Thesis Seminar (1CH/1ECTS)

### \_THIRD YEAR SEMESTER 5

#### BAC 311 - International Public Relations (2CH/3ECTS)

This course addresses public relations issues on an international scale. It examines how organizations communicate on the world stage and also how nations need to communicate and develop an appropriate image. By studying public relations practices around the world, students accelerate their understanding of international business and develop their ability to operate in the world's major markets.

#### BAC 312 - Intercultural Communication (2CH/3ECTS)

This course combines theory, case studies and exercises to provide students with a foundation for understanding, managing and interacting effectively in multicultural situations. Values, beliefs, expectations, customs and attitudes of various cultural groups are studied, and techniques and strategies used to facilitate communication in the global environment are discussed.

#### BAC 313 - Persuasion & Lobbying (2CH/3ECTS)

This course analyzes the theory and practice of persuasive communication and examines the effect that media may have on the delivery of a message. The choice of media is critical when dealing with persuasive messages, and may also influence how the message is structured and which techniques of persuasion are applied. Practical oral and written examples are used to illustrate how persuasion can be both ethical and effective.

Seminar/Industrial Visits/Thesis Seminar (1CH/1ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

**\_THIRD  
YEAR  
SEMESTER  
6**

## BA – BACHELOR OF ARTS IN COMMUNICATION & PUBLIC RELATIONS

### BAC 321 - Cases in Public Relations (2CH/3ECTS)

This course focuses on practical business situations encountered by organizations within the field of public relations. It is important to study how different situations can be handled in a way that will contribute to mutual understanding among groups and institutions. Specific objectives include handling crisis situations and achieving institutional goals.

### BAC 322 - Social, Company & State Protocol (2CH/3ECTS)

Protocol is of vital importance in today's business world as it aids mutual understanding of different cultures and practices. The course discusses the main rules governing a wide range of activities, from business meetings and diplomatic receptions to charitable events. Attention is paid to face-to-face encounters, as well as written, telephone, e-mail and social media communications. Rules may differ from country to country and it is important to understand various business cultures.

### BAC 323 - Mass Media Ethics & Legislation (2CH/3ECTS)

This course provides students with a clear and concise overview of the law governing mass communication. Broadcasters, television providers, newspapers, magazines, wire services, internet providers and advertising agencies frequently find themselves fighting legal battles. Moreover, working journalists and other mass communicators regularly run foul of the law, facing lawsuits and even jail sentences. To gain an understanding of how mass media law works, students are encouraged to examine different cases critically. This course provides the basis for more in-depth, specialist areas of study covered in subsequent courses.

### BAC 324 - Innovative Electronic Communications (2CH/3ECTS)

The world of communications technology can appear confusing and difficult to understand to the non-technical user. This course aims to clarify some of the confusion by providing clear definitions and dispelling misconceptions. New technologies are examined, focusing on the way they have been developed over time impact current business culture and future strategies. Their influence stretches wider, to include the business applications and social architecture which provide new tools for predicting future trends and innovative communication.

### BAC 325 - Media Planning (2CH/3ECTS )

A wide range of media options are available to organizations today. With so many to choose from, it is often difficult to attract a substantial audience to any one particular medium. Along with the diverse choice of media, we find that the audience is also increasingly diverse. The Internet and its many applications have changed the landscape, which continues to evolve. Students examine the options available and use real case studies to learn which media tool to choose for each purpose and how to plan media requirements.

### Thesis Seminar (1CH/1ECTS)

### Final case: Marketing (3CH/3ECTS)

### Final case: Communication & Public Relations (3CH/3ECTS)

### Thesis (6CH/6ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

## BA – BACHELOR OF ARTS IN LEISURE & TOURISM MANAGEMENT

### \_SECOND YEAR SEMESTER 3

#### BAT 211 - Cross-Cultural Business Issues (2CH/3ECTS)

This course explores the complexities of business in culturally-diverse circumstances. It specifically addresses how cultural diversity can lead to competitive advantage and affect an organization's internal environment, joint ventures and international expansion. Students examine issues such as diversity of gender, social class, ethnicity and language.

#### BAT 212 - The Business of Tourism (2CH/3ECTS)

This course provides students with an overview of the travel and tourism industry and assesses its economic value. The major components of businesses within the industry are examined and critically reviewed using case studies and class discussion.

Seminars/Industrial Visits (1CH/1ECTS)

### \_SECOND YEAR SEMESTER 4

#### BAT 221 - Service Management (2CH/3ECTS)

This course explores the complexities of service management as an area of business. Emphasis is placed on the strategic issues involved in service, positioning, human resources management, as well as managing change, growth and brand image.

#### BAT 222 - Event & Conference Management (2CH/3ECTS)

This course is an introduction to the events industry in a broad business context, with the aim of developing an understanding of the key areas involved in planning and managing events. Different types of events are covered, with a special emphasis on conference organization and management.

#### BAT 223 - Cultural Heritage (2CH/3ECTS)

The course provides both comprehensive knowledge of cultural heritage and the tools to manage it effectively. An overview of the historical background ranges from antiquity through to the contemporary World Heritage site nominations. Cultural heritage has strong links with national identity, sustainability, education, politics, aesthetics, the economy and, above all, tourism. All of these links are discussed in depth, as are cases of European cultural cities and other examples which illustrate these topics. The study of how cultural heritage is managed includes such issues as conservation, restoration, documentation, research, education and management itself.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

### \_THIRD YEAR SEMESTER 5

#### BAT 311 - Tourism Marketing (2CH/3ECTS)

This course introduces students to the key issues of tourism marketing and covers the principles and practices of the industry in relation to the marketing process. It provides a global overview of a worldwide industry and a clear strategic vision, based on a theoretical background, which is then applied to real life case studies, class discussions, research projects, teamwork and presentations.

#### BAT 312 - Sustainable Tourism: Policies & Ethics (2CH/3ECTS)

This course links together three key issues that have become increasingly important in the 21st century: ethics, tourism and public policies. Students develop an understanding of the definition and impact of public policies, how they are formed and the institutional framework of the public sector. The dynamics of the industry are significantly influenced by these three key issues.

#### BAT 313 - Hospitality Management (2CH/3ECTS)

This course provides an introduction to the hospitality industry and examines the importance of people and service within it. Topics to be discussed include the different types of accommodation available; the restaurant and beverages section; recreation; and theme parks and gaming entertainment: all of which make up the different fields of hospitality. Important functions within the industry, such as human resources, leadership, finance and management are also discussed.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System



**\_THIRD  
YEAR  
SEMESTER  
6**

## BA – BACHELOR OF ARTS IN LEISURE & TOURISM MANAGEMENT

### BAT 321 - Cases in Tourism (2CH/3ECTS)

This course uses case studies to illustrate various issues related to the travel and tourism industry. Students analyze business examples which lay the foundation for class discussion and presentation.

### BAT 322 - International Operations Management (2CH/3ECTS)

This course serves as a forum for discussing tourism policy issues, examining the role of the tourist, the tourism manager and the host community. Global tourism is a dynamic phenomenon, influenced by global events and demand; this course reflects the changing nature of the industry and its logistics.

### BAT 323 - Financial Management in Tourism (2CH/3ECTS)

This course covers all the key areas of financial and accounting management, with special emphasis on how these relate to the leisure and tourism industry. Students become familiar with the type of information that is used in situations within this industry.

### BAT 324 - Quality Management (2CH/2ECTS)

Quality management is a key issue in the service and hospitality sector. This course provides students with an understanding of quality and how it affects businesses in all areas. Students become familiar with the various tools of quality management and how they are applied in everyday management processes.

### BAT 325 - Leisure & Recreational Management (2CH/3ECTS)

Leisure and recreation cover a wide range of activities that may have different meanings depending on the perception of the target public, from individuals and communities to countries around the world. The consumer's perception may be influenced by world events which impact leisure time and decisions. Issues such as September 11th, SARS, climate change, financial crises, etc. have had a significant impact on the industry, with corresponding challenges for managers. The ultimate objective of leisure and recreation is the consumer's happiness and satisfaction, and managers must be fully prepared to make decisions that can optimize value, even in the face of negative influences.

### Thesis Seminar (1CH/1ECTS)

### Final case: Marketing (3CH/3ECTS)

### Final case: Leisure & Tourism Management (3CH/3ECTS)

### Thesis (6CH/6ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

## BA – BACHELOR OF ARTS IN INTERNATIONAL RELATIONS

### \_SECOND YEAR SEMESTER 3

**BAI 211 - Cross-Cultural Business Issues (2CH/3ECTS)**  
This course explores the complexities of business in culturally-diverse circumstances. It specifically addresses how cultural diversity can lead to competitive advantage and affect an organization's internal environment, joint ventures and international expansion. Students examine issues such as diversity of gender, social class, ethnicity and language.

**BAI 212 - International Relations (2CH/3ECTS)**  
This course introduces students to the interdisciplinary study of international relations, combining a theoretical approach with a practical focus on contemporary issues. They gain an overview of the international system, which provides an insight into the main players in the global agenda.

**Seminars/Industrial Visits (1CH/1ECTS)**

### \_SECOND YEAR SEMESTER 4

**BAI 221 - Political Science (2CH/3ECTS)**  
This course introduces the main theories and concepts of political science from an international relations perspective. Students revise the role that power has played in shaping the world order, with special emphasis on economic relationships. The course also includes a comparative analysis of the political systems of the main world powers.

**BAI 222 - International Organizations (2CH/3ECTS)**  
This course introduces students to intergovernmental and non-governmental organizations operating in the international arena and the role they play in today's world. The creation, principles, structure, issues and challenges of the League of Nations and, subsequently, the United Nations are examined and discussed. Other organizations and programs within the UN system are also studied, as well as NATO and the Shanghai Cooperation Organization.

**BAI 223 - Diplomacy & Foreign Policy (2CH/3ECTS)**  
This course introduces students to both the theory and practice of foreign policy and diplomacy. It is broadly divided into three methods of analysis: theoretical overview, case study analysis and simulation. Issues explored include foreign policy decision making; the changing nature of diplomacy; bilateral and multilateral diplomacy; mediation; negotiation and treaties; coercive diplomacy; prevention; crisis management; and the use of force. The theoretical core is supplemented by extensive case study analysis and contemporary diplomatic history.

**Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)**

### \_THIRD YEAR SEMESTER 5

**BAI 311 - Global Economic Geography (2CH/3ECTS)**  
This course examines the distribution of economic activity in the main regions of the world, with focus on Asia. It also investigates the theoretical tools used to study the distribution of economic activity. Practical application of the tools and knowledge acquired during the course prepares students for situations they may encounter in their career. Other topics include international migrations, international economic institutions and maritime security.

**BAI 312 - Theories of International Relations (2CH/3ECTS)**  
This course introduces students to the interdisciplinary study of international relations, giving an overview of contemporary international relations theory. The theoretical background is combined with a practical focus on contemporary world issues.

**BAI 313 - Conflict Management (2CH/3ECTS)**  
The main objective of this course is to provide students with the tools for understanding and analyzing conflicts within international relations. The various steps are examined, from the bases to emergence, escalation, de-escalation and resolution. A range of cases are used to illustrate situations arising in different areas and covering a wide variety of issues. The learning process combines lectures with class discussion, research and presentations.

**Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)**

CH – Credit Hours  
ECTS – European Credit Transfer System

**\_THIRD  
YEAR  
SEMESTER  
6**

## BA – BACHELOR OF ARTS IN INTERNATIONAL RELATIONS

### BAI 321 - Cases in International Relations (2CH/3ECTS)

A good knowledge of the geopolitical environment in which managers and organizations operate is essential for successful global management careers. This course uses a number of case studies of important events in contemporary international relations as a basis for supervised, individual research and interactive class discussion. The analysis is used to develop ideas and opinions on chosen issues, which are then developed into a report and presented. The course complements other international relations courses, giving a practical approach to different theories as well as developing research and writing skills.

### BAI 322 - Social, Company & State Protocol (2CH/3ECTS)

Protocol is of vital importance in today's business world as it aids mutual understanding of different cultures and practices. The course discusses the main rules governing a wide range of activities, from business meetings and diplomatic receptions to charitable events. Attention is paid to face-to-face encounters, as well as written, telephone, e-mail and social media communications. Rules may differ from country to country and it is important to understand various underlying business cultures.

### BAI 323 - Development Studies (2CH/3ECTS)

This course addresses some of the major topics of economic development in low- and middle-income countries, including the study of the most influential economic growth theories which are linked to structural change. Particular emphasis is given to the role that institutions and geography play in economic development. The experiences of some Asian countries in recent decades are used as examples to provide a critical understanding of the economic development process.

### BAI 324 - International Law (2CH/3ECTS)

Public international law forms the core of this course. The principles of international law provide the base, which is then developed to include such topics as international economic institutions and the Law of the Sea. Some of the major legal systems around the world are analyzed, with special emphasis on how they interact in cases involving more than one jurisdiction. No previous knowledge of legal issues is necessary as the objective of the course is to increase awareness of the impact of international law in common business situations.

### BAI 325 - International Peace & Security (2CH/3ECTS)

This course examines security from a broad perspective, including both conventional and asymmetrical threats in areas such as environmental or alimentary security. The narrower concept of defense (and within it, military power) is also examined. Security is discussed from a conceptual and historical perspective, using theoretical approaches which are then applied to practical cases. The ethical basis of security and defense policies is an integral part of the course. The subject complements other international relations courses by examining this important aspect of the international system, and is also useful for students interested in a career in the security and defense sectors.

### Thesis Seminar (1CH/1ECTS)

### Final Case: Marketing (3CH/3ECTS)

### Final Case: International Relations (3CH/3ECTS)

### Thesis (6CH/6ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

## BA – BACHELOR OF ARTS IN SPORTS MANAGEMENT

### \_SECOND YEAR SEMESTER 3

#### BAS 211 - Sports Sociology (2CH/3ECTS)

Sport and society are inextricably intertwined, to the extent that sport can be seen as a microcosm of the societies in which we live. Using main sociological theories as a framework, students analyze the different options available to those who make decisions on how sport is used to develop society. The course requires the study of a wide range of subjects in the context of sport and society, such as economics, politics, gender, religion, prejudice and our need for competition and fitness.

#### BAS 212 - Public & Media Relations in Sport (2CH/3ECTS)

This course provides students with a broad overview and understanding of the basic practices of public and media relations. The tasks, roles and responsibilities of PR professionals are examined, focusing on how they are applied in the sport industry. The media plays an important role in linking sports with its audience and, therefore, communication is a fundamental part of the industry's success.

Seminars/Industrial Visits (1CH/1ECTS)

### \_SECOND YEAR SEMESTER 4

#### BAS 221 - Sports Psychology (2CH/3ECTS)

This course incorporates basic theory, discussion and practical experience to facilitate understanding of performance enhancement in sport and in life. Drawing on both sample cases and personal experiences, students explore their own mental habits as a means to develop insight into behaviors that influence performance.

#### BAS 222 - Event Management (2CH/3ECTS)

This course provides students with an understanding of the complexity of event operations and management. Emphasis is placed on the roles that the various stakeholders play within an event and on the integration of the services provided. The course uses a mix of theory, case analysis, written assignments, readings and class discussion.

#### BAS 223 - Sports Broadcasting (2CH/3ECTS)

This course provides students with a broad overview and understanding of the basic practices of sports reporters, as well as the routines and techniques used by sportscasters. On completing this course, students understand how to prepare and produce sports news components, such as interviews, reports, chronicles, etc., for all kinds of media. Students also learn the fundamentals of broadcast journalism.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

### \_THIRD YEAR SEMESTER 5

#### BAS 311 - Sports Nutrition & Health (2CH/3ECTS)

This course encourages students to think critically about all aspects related to nutrition and health within the field of sport. The science behind sports nutrition emphasizes basic nutritional concepts, including energy expenditure during resistance and endurance exercise, training diets, pre- and post-competition meals, the use of nutritional aids and supplements and the special needs of various athletic groups. This course provides practical information for the competitive athlete and for people of all ages who wish to optimize their nutrition for an active, healthy lifestyle.

#### BAS 312 - Sports Marketing (2CH/3ECTS)

This course provides a current overview of several facets of the sports marketing industry, including athlete representation and management; marketing of clients and events; industry structure; technology; strategy; and broadcasting. It incorporates and reinforces the skills and concepts that have been acquired in previous courses, while developing general knowledge and perspective of sports marketing.

#### BAS 313 - Legal & Ethical Issues in Sport (2CH/3ECTS)

This course examines the legal and ethical aspects of physical education, sports and recreation, all of which have significant implications for effective teaching, coaching and athletic training.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

**\_THIRD  
YEAR  
SEMESTER  
6**

**BA – BACHELOR OF ARTS IN SPORTS MANAGEMENT**

**BAS 321 - Cases in Sports Management (2CH/3ECTS)**

This course uses case studies to give practical illustrations of issues that arise in various areas of sports management. Students learn to deal with a range of cases systematically: identifying issues, determining possible impacts, evaluating proposals and producing solutions.

**BAS 322 - Sponsoring & Sports Communications (2CH/3ECTS)**

This course introduces the principles of sports sponsorship, an increasingly important element in the sports industry. A practical approach is applied to critically examine the various management issues, including planning, processing, sales strategizing and evaluating.

**BAS 323 - International Sports Management (2CH/3ECTS)**

This course combines theory, case studies, internet investigation and exercises to provide students with a clear view of the sports hospitality and sports events markets on a global scale. A very practical and interactive approach is applied, by bringing organizers and sports hospitality providers to relay real-life experiences of the world of sport.

**BAS 324 - Sports Career Development (2CH/3ECTS)**

This course explores professional preparation, attitude and development as the three important elements of success. The sports industry offers a wide range of positions including athletes, managers, coaches, marketers and reporters. Preparing students to apply the three key elements provides a solid base for any future career.

**BAS 325 - Sports Facility Planning & Management (2CH/3ECTS)**

The practice of sport requires a wide range of facilities. Both public and private sector funds are invested for the benefit of all the stakeholders. Deciding upon appropriate facilities requires assessment, feasibility studies and solid business plans. Operating and managing the facilities must be carried out in the most cost-effective, sustainable way, whether the facilities are for long-term use by a community or for special events with short-term duration.

**Thesis Seminar (1CH/1ECTS)**

**Final Case: Marketing (3CH/3ECTS)**

**Final Case: Sports Management (3CH/3ECTS)**

**Thesis (6CH/6ECTS)**

CH – Credit Hours

ECTS – European Credit Transfer System

## BS – BACHELOR OF SCIENCE IN BUSINESS FINANCE

### \_SECOND YEAR SEMESTER 3

**BSF 211 - Ethics in the Financial World (2CH/3ECTS)**  
This course introduces students to important aspects of ethics in the world of finance. It explores ethics as a social responsibility, the evolution of ethics following business expansion and the development of organizational ethics in the free market.

**BSF 212 - Real Estate Investments (2CH/3ECTS)**  
The course is an introduction to investing in real estate, focusing on the goals of property managers and investors. Students explore different types of real estate investments along with the characteristics of the real estate market.

**Seminars/Industrial Visits (1CH/1ECTS)**

### \_SECOND YEAR SEMESTER 4

**BSF 221 - Marketing for the Financial Services (2CH/3ECTS)**  
The course introduces students to the principles and practices of marketing theories as applied to the financial world. It provides the tools for understanding the implications of marketing concepts in the financial sector.

**BSF 222 - Bank & Treasury Management (2CH/3ECTS)**  
The course introduces students to the principles of bank management, the banking system, its instruments, institutions and the role it plays in the economy. The course assumes that students have some basic knowledge of finance and accounting. Students are introduced to asset and liabilities operations; FSA and risk management; as well as other important issues such as electronic payment products, bank crises and mergers and acquisitions in the banking sector.

**BSF 223 - Cash & Credit Management (2CH/3ECTS)**  
This course deals with the two separate concepts: cash management and credit management. Students learn to use cash management techniques, such as accelerating the collection of receivables, controlling payments and managing cash efficiently. With credit management, students learn how to increase sales revenue by extending credit to customers who are considered to be a good credit risk and to minimize the risk of loss from bad debts by restricting or denying credit to others.

**Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)**

### \_THIRD YEAR SEMESTER 5

**BSF 311 - Managerial Accounting (2CT/3ECTS)**  
The course is an introduction to the corporate world and its internal accounting practices. Students learn the language and concepts used to convey the financial information of a business enterprise, from the point of view of the business manager. The course also explores major accounting concepts and procedures needed for managerial decision making.

**BSF 312 - Insurance & Pension Commitments (2CH/3ECTS)**  
This course explores the options of strategic planning in order to maximize the net worth of an investor upon retirement. Factors affecting a successful investment for retirement include the anticipated cost of living; current retirement assets and savings; investment strategies; and expected rates of inflation.

**BSF 313 - Security Analysis (2CH/3ECTS)**  
This course discusses methods of evaluating a security by attempting to measure its intrinsic value. Related economic, financial and other qualitative and quantitative factors are examined. Analysis of macroeconomic factors or individually specific factors can affect a security's value. The ultimate goal of performing a fundamental securities analysis is to predict a value that the investor can compare with the security's current prices and aid the decision-making process.

**Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)**

CH – Credit Hours  
ECTS – European Credit Transfer System

**\_THIRD  
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SEMESTER  
6**

**BS – BACHELOR OF SCIENCE IN BUSINESS FINANCE**

**BSF 321 - Cases in Finance (2CH/3ECTS)**

This course uses case studies to give practical illustrations of financial problems. Students learn to deal with a range of cases systematically: identifying issues, determining possible impacts, evaluating proposals and producing solutions.

**BSF 322 - Financial Derivatives (2CH/3ECTS)**

This course will introduce students to the concepts, principles and derivative-related financial instruments, such as forwards, futures, swaps and options, and their uses in investment and corporate financial management.

**BSF 323 - International Financial Management (2CH/3ECTS)**

This course provides students with the required skills to analyze the international environment, teaching different techniques to hedge currency risks and how to profit from them.

**BSF 324 - Tax Management (2CH/3ECTS)**

The course is an introduction to the basic concepts of taxation, starting with useful definitions in tax terminology. Students become acquainted with three of the most significant types of taxes: income tax, corporate tax and value added tax. Trusts, holding companies and investment funds and their taxation are also studied, as well as transfer pricing and tax treaties.

**BSF 325 - Portfolio Management (2CH/3ECTS)**

This course provides a clear framework for understanding, creating and evaluating a portfolio and measuring its performance in the financial markets. Students learn to evaluate investment portfolios using a variety of methods and compare them to find the optimal portfolio with maximum return for minimum risk.

**Thesis Seminar (1CH/1ECTS)**

**Final Case: Marketing (3CH/3ECTS)**

**Final Case: Finance (3CH/3ECTS)**

**Thesis (6CH/6ECTS)**

CH – Credit Hours

ECTS – European Credit Transfer System

## BS – BACHELOR OF SCIENCE IN DIGITAL MEDIA MANAGEMENT

### \_SECOND YEAR SEMESTER 3

#### BSD 211 - The Media Industry (2CH/3ECTS)

This course familiarizes students with the media market, including value-added models, innovation management and procurement, production, marketing and sales. The market structures and how to conquer them are discussed for the television, movie, radio and music industries, as well as print outlets like newspapers, magazines and books. New media such as online and mobile media are also introduced.

#### BSD 212 - Mass Media & Communication (2CH/3ECTS)

This course equips students with mass media communication basics, including its history, structure, development and responsibilities (print, film, radio, television, etc). The influence of media on society, the use of media in education and the needs of a democratic culture are also dealt with. It also covers communication changes triggered by new media such as social networks.

Seminars/Industrial Visits (1CH/1ECTS)

### \_SECOND YEAR SEMESTER 4

#### BSD 221 - Managing Media Companies (2CH/3ECTS)

This course teaches students about the specific requirements of managing a media company. By developing a business plan for an exemplary media firm, students learn about organization; financial requirements and instruments; investment management; managerial accounting; and performance controls specific to the media industry.

#### BSD 222 - Strategic Media Marketing (2CH/3ECTS)

This course applies the knowledge gathered in the third semester course on strategic marketing, builds upon it and applies it to the specific situation of a media firm. Students also learn about the roles of media agencies, advertisers, media planning, controlling and the relationship between marketing and media strategies.

#### BSD 223 - Digital Media Technologies (2CH/3ECTS)

Students are familiarized with digital trends in technologies such as mobile and social media, mobile payment, gaming, mobile commerce and mobile applications. The course investigates the technology behind digital media and analyzes its impact on society, communication and consumption, as well as any related social, ethical and legal issues.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

### \_THIRD YEAR SEMESTER 5

#### BSD 311 - International Media Management (2CH/3ECTS)

After familiarizing the students with the basics of international media management, the course analyzes the strategies and structures of international media firms. This includes issues related to market entry; global content production and distribution; international media legislation; and dealing with international media marketing.

#### BSD 312 - Media Design & Technology (2CH/3ECTS)

This course builds upon the knowledge and experience gained through the Digital Media Technologies course (BSD223). Issues and themes studied in the various subjects are extended through independent analysis. Students advance their level of comprehensive resolution and critical attitude toward contemporary issues in multimedia design.

#### BSD 313 - Innovation Management for Digital Media (2CH/3ECTS)

Current trends in the media market are identified and analyzed in order to familiarize students with the different innovative management concepts in the world of digital media. Forward versus backward innovation, innovation market research and the successful implementation of media innovations are covered.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

CH – Credit Hours  
ECTS – European Credit Transfer System



**\_THIRD  
YEAR  
SEMESTER  
6**

## BS – BACHELOR OF SCIENCE IN DIGITAL MEDIA MANAGEMENT

### BSD 321 - Cases in Digital Media (2CH/3ECTS)

This course brings together what students have learned throughout their specialty. Students thoroughly analyze and discuss cases that illustrate various situations in which media companies find themselves and then search for and create solutions. They identify market opportunities and learn to define strategies which are compatible with existing business plans, as well as existing and emerging technologies.

### BSD 322 - Media Psychology (2CH/3ECTS)

To unleash the full potential of traditional and digital media technologies, it is important to understand how humans interact with these systems and how they experience them. This course puts a heavy emphasis on the rapidly-evolving, media-rich and socially-networked world.

### BSD 323 - Legal & Ethical Issues in Media (2CH/3ECTS)

This course introduces the history and development of the media landscape, as well as the structure of media-related legislation in important media markets. National and international media policies regarding financing, copyright issues, press and media law, youth protection and intellectual property are also analyzed and discussed.

### BSD 324 - Dynamic Content & Mobile Generation (2CH/3ECTS)

This course aims to help students understand that effectively mapping internet content to mobile wireless devices requires new technologies. In order to benefit both content providers and consumers, companies must use innovative solutions that minimize cost and maximize efficiency. The wireless communication must deliver information to hand-held device users, regardless of where they are and how they are connected.

### BSD 325 - Digital Media Project Management (2CH/3ECTS)

This course introduces students to project management practices, using formal strategies that facilitate project control and meeting objectives. The course uses case studies to help students understand the difference between successful and unsuccessful project management strategies and practices. Special emphasis is placed on digital media projects.

### Thesis Seminar (1CH/1ECTS)

### Final Case: Marketing (3CH/3ECTS)

### Final Case: Digital Media (3CH/3ECTS)

### Thesis (6CH/6ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

## BA - BACHELOR OF ARTS IN BUSINESS & SUSTAINABILITY MANAGEMENT

### \_SECOND YEAR SEMESTER 3

#### BBS 211 - The Challenge of Sustainable Development (2CH/3ECTS)

Sustainable development analyzes the capacity of the planet, together with the social challenges faced by humanity, such as a growing world population, increasing consumption and declining availability of resources. This course explores both the current environmental context and the projections of human impact on our planet. It also provides the contextual background for the remainder of the specialist courses.

#### BBS 212 - Global Principles of Sustainability (2CH/3ECTS)

Sustainability aims to improve the longevity of the planet so as to ensure the long-term survival of humanity. Although still in the minority, organizations from many sectors are considering ways in which they can minimize their ecological footprint and contribute positively to sustainable development. This course explores how the challenges covered in BBS 211 are being tackled by the world community.

Seminars/Industrial Visits (1CH/1ECTS)

### \_SECOND YEAR SEMESTER 4

#### BBS 221 - Business & Environmental Sustainability (2CH/3ECTS)

Students learn to connect environmental concerns to organizational strategy, in order to effectively manage an organization long term while taking into account the interests of all stakeholders. Increasingly, business executives must be aware of the environmental consequences of their decisions and the impact they might have on a wide range of stakeholders.

#### BBS 222 - Business & Social Sustainability (2CH/3ECTS)

Students will learn to connect environmental concerns to organizational strategy, in order to effectively manage an organization long term while taking into account the interests of all stakeholders. Increasingly, business executives must be aware of the environmental consequences of their decisions and the impact that their decisions might have on a wide range of stakeholders, advertisers, media planning, controlling and the relationship between marketing and media strategies.

#### BBS 223 - Building a Sustainable Business (2CH/3ECTS)

This course addresses how managers can implement changes that help their organizations become both carbon-neutral and socially acceptable. The course begins by discussing how research into the company's practices can generate the "base line" against which to measure progress toward sustainability targets. The course then provides a series of "building blocks" to help achieve sustainability objectives.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

### \_THIRD YEAR SEMESTER 5

#### BBS 311 - Sustainability, Ethics & Technology (2CH/3ECTS)

Ethical concerns are implicit in the term "sustainability", as the concept of sustainability takes into account not just economic viability, but also ethics and values. This course examines ethical dilemmas related to sustainability, and draws on a series of principles with the aim of improving executive, sustainable decision-making.

#### BBS 312 - Accounting for Sustainability (2CH/3ECTS)

Sustainability principles and practices can be and often are used to make a business become more efficient and effective; reduce risks, create opportunities and provide competitive advantage. In this course, students will learn tools and techniques for assessing both the financial and the non-financial value of sustainability policies and practices.

CH – Credit Hours

ECTS – European Credit Transfer System

#### BBS 313 - Developing Sustainable Products & Services (2CH/3ECTS)

"Green marketing" incorporates a broad range of activities, including product/service modification, changes to the production process, the package design and the promotion of products and services, in the light of changing consumer values. In this course, students learn how to implement "green marketing" projects using a range of tools and techniques.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

**\_THIRD  
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SEMESTER  
6**

## BA - BACHELOR OF ARTS IN BUSINESS & SUSTAINABILITY MANAGEMENT

### BBS 321 - Cases in Business Sustainability (2CH/3ECTS)

A series of current case studies are presented to help students acquire familiarity with the principles and practices of corporate sustainability.

### BBS 322 - The Economics of Sustainability (2CH/3ECTS)

This course covers the relationship between sustainability issues and macroeconomics. The fields of environmental, ecological and social economics (especially globalization) are still developing and thus are commonly controversial. The course provides an introduction to some key approaches and tools that economists use to assess long-term sustainability.

### BBS 323 - Sustainability and Global Financial Markets (2CH/3ECTS)

This course is an introduction to how sustainability, economic, environmental, social and governance issues have become financially important to global credit, risk management, venture capital and asset management markets. By course end, students understand how these issues affect investment decisions made by investors, lenders, insurance companies, funds and corporate managers.

### BBS 324 - Innovations in Sustainable Supply Chain Management (2CH/3ECTS)

Sustainability in the supply chain is increasingly seen as essential to ensuring the long-term survival of companies. This course explores the ways in which organizations are seeking to “green” their logistics and supply chain practices in both environmental and social spheres.

### BBS 325 - Implementing Sustainability Strategies (2CH/3ECTS)

The course takes the perspective of the company executive responsible for sustainability, and is intended as a review of the whole program, with an emphasis on change within a company. Students are required to take into account the implications of their recommendations on the sustainable aspects of the organization.

### Thesis Seminar (1CH/1ECTS)

### Final Case: Marketing (3CH/3ECTS)

### Final Case: Sustainability (3CH/3ECTS)

### Thesis (6CH/6ECTS)

CH – Credit Hours  
ECTS – European Credit Transfer System

## BA - BACHELOR OF ARTS IN BUSINESS & DESIGN MANAGEMENT

### \_SECOND YEAR SEMESTER 3

#### BBD 211 - Introduction to the World of Design (2CH/3ECTS)

This course gives students a general overview of the design industry. Through lectures, screenings, presentations and company visits, students gain insight into the multiple forms of contemporary design and the increasing role it plays in our lives. Students develop a critical approach to design in relation to communication and marketing.

#### BBD 212 - Designers & Management (2CH/3ECTS)

This course aims to introduce students to the importance of design in management. Three guest designers share their experiences, focusing on how design has provided an added value to their business communications and promotion of products and services (branding, corporate design, packaging, etc).

Seminars/Industrial Visits (1CH/1ECTS)

### \_SECOND YEAR SEMESTER 4

#### BBD 221 - Stars & Management (2CH/3ECTS)

This course focuses on interviews with internationally-recognized business leaders who have developed exemplary reputations in the fields of creativity and technological innovation and maximized the impact of design in communication. The course aims to illustrate the importance of design in the company's strategic vision, operations and role in market positioning against competitors.

#### BBD 223 - Supervised Research Design (2CH/3ECTS)

Throughout the semester, students concentrate on a designer or architect (approved by the course instructor) whom they then research extensively throughout the course. The project requires students to provide an analysis of the artist, taking a look at his or her career, accomplishments, techniques, marketing objectives and market position.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

#### BBD 222 - History of Contemporary Design (2CH/3ECTS)

This course provides students with a basic background of the evolution of contemporary design from 1900 to the present day, enabling students to understand the major milestones and design developments of the last century. Students discuss design movements and events that have shaped the industry's history, including the industrial revolution and the avant-garde movement of the early 20<sup>th</sup> century.

### \_THIRD YEAR SEMESTER 5

#### BBD 311 - Luxury & Design (2CH/3ECTS)

The steady growth of the luxury industry in a difficult economic environment encourages many investors and entrepreneurs to enter this profitable niche market. This course places particular emphasis on traditional design materials, in addition to today's more technology-based design methods. Students take part in industrial visits, analyze the evolution of the concept of luxury in a contemporary context and explore how the luxury industry has adapted to meet new market expectations and consumers.

#### BBD 313 - Wineries, Architecture & Design (2CH/3ECTS)

Students analyze Spanish wine and architecture, taking a look at the development and promotion of a product which enjoys popularity in contemporary society. The winery, an avant-garde symbol of success, as well as the bottles and labels, which indicate the refinement and content, are essential elements to the management and marketing of wine.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

#### BBD 312 - Hotel & Design (2CH/3ECTS)

Design occurs both in the comfort found within hospitality, as well as in the branding of a company's public image. Students study the achievements of great designers who have specialized in this field, observing specific techniques and design elements. They gain the skills necessary to master the integration of design and management into hotel marketing.

CH – Credit Hours

ECTS – European Credit Transfer System

**\_THIRD  
YEAR  
SEMESTER  
6**

## BA - BACHELOR OF ARTS IN BUSINESS & DESIGN MANAGEMENT

### BBD 321 - Graphic Design & Management (4CH/6ECTS)

This course familiarizes students with the role of graphic design in business communications and marketing. Students learn through presentations, video conferences, cultural visits, business and case studies. Throughout the course they analyze and deepen their understanding of visual communication, exploring how typography, text and imagery affect corporate identity. The class will also take a look at how design differs in print and online mediums.

### BBD 322 - Interaction Design, Motion Design & Management (2CH/3ECTS)

The course aims to introduce students to interactive design in the context of corporate communications and marketing. Theory is put into practice through video conferences, industrial visits and case studies. During the course students closely examine the use of interaction and motion design for the purposes of corporate communication. Class projects cover topics like augmented reality, animation, film, touch screens and social networks.

### BBD 323 - Photography & Management (2CH/3ECTS)

During this course, students are taught the importance of photography and imaging in corporate communications, and how it can be used to enhance a brand's image. The class specifically covers the power of photography in enhancing messaging while also noting its limitations. Students participate in discussions on relevant case studies and hear from experts in the field via video conferences and industrial visits.

### BBD 324 - Event Design & Management (2CH/3ECTS)

In this course students explore the importance of design in event management, analyzing how design can be used to add value and reinforce a company brand through internal and external corporate events. They also develop an understanding of the logistics behind staging promotional gatherings including product launches, exhibitions, trade shows and press events. Students also discuss the importance of sustainability in event management.

### Thesis Seminar (1CH/1ECTS)

### Final Case: Marketing (3CH/3ECTS)

### Final Case: Design Management (3CH/3ECTS)

### Thesis (6CH/6ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

## BA - BACHELOR OF ARTS IN FAMILY BUSINESS MANAGEMENT

### \_SECOND YEAR SEMESTER 3

#### BAF 211 - Introduction to Family Business (2CH/3ECTS)

This course is an introduction to the concept of family business and an overview of the detailed examination of various aspects of management to be covered in subsequent courses.

#### BAF 212 - Family Business Dynamics (2CH/3ECTS)

This course is an introduction to the dynamics found in a family business environment, which are fundamentally different from the dynamics in a traditional business system. The complexity of combining business interests with family relationships requires an enlightened approach.

Seminars/Industrial Visits (1CH/1ECTS)

### \_SECOND YEAR SEMESTER 4

#### BAF 221 - Family Ownership & Succession (2CH/3ECTS)

This course is an introduction to issues relating to the ownership of family businesses and the essential process of succession. Being an owner of a family business should be a satisfying, fulfilling and profitable experience. Managing succession is possibly the most critical task for ensuring the future of private enterprise.

#### BAF 223 - Principles of Real Estate (2CH/3ECTS)

The course is an introduction to investing in real estate, focusing on the goals of property managers and investors. Students explore different types of real estate investments, along with the characteristics of the real estate market.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

#### BAF 222 - Project Management (2CH/3ECTS)

This course introduces students to project management practices, using formal strategies that facilitate project control and meeting objectives. The course uses case studies to help understand successful and unsuccessful project management strategies and practices.

### \_THIRD YEAR SEMESTER 5

#### BAF 311 - Supply Chain Management (2CH/3ECTS)

Supply chain management entails managing the flow of goods and information through the organization's value chain, from suppliers to end users. The course analyzes the supply chain to identify where value can be added within it, identifying where and how strategic competitive advantage can be achieved.

#### BAF 313 - Family Business by the Numbers (2CH/3ECTS)

This course is an introduction to the financial aspects of family businesses. It begins with how to understand the impact of financial statements on the business, before progressing toward the different compensation options. It also discusses how to manage capital and liquidity within and for a family business.

#### BAF 312 - Product Development and Innovation (2CH/3ECTS)

This course is an introduction to the process of designing and developing products, goods and services. Innovation is an important factor to take into consideration and different approaches are discussed.

Seminars/Industrial Visits/Thesis Seminar (1CH/1ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

**\_THIRD  
YEAR  
SEMESTER  
6**

## BA - BACHELOR OF ARTS IN FAMILY BUSINESS MANAGEMENT

### BAF 321 - Cases in Finance (2CH/3ECTS)

This course uses case studies to give practical illustrations of financial problems. Students learn to deal with a range of cases systematically: identifying issues, determining possible impacts, evaluating proposals and producing solutions.

### BAF 322 - Family Business Governance (2CH/3ECTS)

This course is an introduction to the way families govern their businesses. Good corporate governance creates an environment in which the family business is free to work towards its objectives. This course aims to highlight the benefits of good governance.

### BAF 323 - Risk Management (2CH/3ECTS)

This course provides students with the financial skills to manage deals and calculate risks in a portfolio context. It enables students to develop an understanding of the role of the corporate treasurer and the management of the liquidity. The course also includes reference to managing non-financial risks, particularly from an operations management perspective.

### BAF 324 - Family Business Policy (2CH/3ECTS)

This course is an introduction to the important policies that family businesses must choose to create the right environment for performance. Policies do not just guide decisions inside the business but guide decisions about the relationship between the family and the business. Families profit immeasurably when they look for creative approaches to policy development.

### BAF 325 - Portfolio Management (2CH/3ECTS)

This course provides a clear framework for understanding, creating and evaluating a portfolio, as well as measuring its performance in the financial markets. Students learn to evaluate investment portfolios using a variety of methods and compare them to find the optimal one with maximum return for minimum risk.

### Thesis Seminar (1CH/1ECTS)

### Final Case: Marketing (3CH/3ECTS)

### Final Case: Finance (3CH/3ECTS)

### Thesis (6CH/6ECTS)

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Kuala Lumpur & Kota Kinabalu (Malaysia)

