

Doc. 300.1.2

Date: 11.12.2020

Higher Education Institution's response

- **Higher education institution:**

European University Cyprus

- **Town:** Nicosia

- **Programme of study (Name, ECTS, duration, cycle)**

In Greek: «Πτυχίο Διοίκησης Επιχειρήσεων στο Μάρκετινγκ και τις Ψηφιακές Επικοινωνίες, 240 ECTS, 4 Έτη»

In English: «BBA in Marketing and Digital Communications, 240 ECTS, 4 years»

- **Language of instruction:** English

- **Programme's status**

New programme: No

Currently operating: Yes

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 and 2016” [N. 136 (I)/2015 and N. 47(I)/2016].

A. Guidelines on content and structure of the report

The Higher Education Institution (HEI) based on the External Evaluation Committee’s (EEC’s) evaluation report (Doc.300.1.1) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.

The School of Business Administration and in particular the Department of Management and Marketing wishes to express its sincere gratitude to the External Evaluation Committee (EEC) for the evaluation of the undergraduate programme BBA in Marketing and Digital Communications.

It is with great pleasure that we received the positive and constructive feedback of the EEC. We thank the EEC for its insightful recommendations, which provided us with the opportunity to further improve the quality of the Programme. In this report we provide a detailed response to all the recommendations suggested by the EEC and we provide all relevant information to explain the actions taken to ensure that the proposed Programme is of high quality.

1. Study programme and study programme's design and development (ESG 1.1, 1.2, 1.8, 1.9)

Comments by the External Evaluation Committee (EEC):

Areas of improvement and recommendations:

The department could consider formally appointing external advisors, both academic (international) and practitioners (from the local market). Such advisors could play a valuable role in disseminating and encouraging good practices; for instance, informing future curriculum reviews, and providing insights as to the skills that students need to possess for a successful future career.

The department and teaching team could consider ways with which the curriculum, but also the wider student experience is enhanced in such a way that brings a more international perspective. Activities such as Erasmus exchange that are already in place could be further utilised.

Response by EUC:

The Department of Management and Marketing welcomes this constructive suggestion of the EEC as it comprehends the value of appointing external advisors. Currently the Department capitalises on the input provided by the School's Advisory Board. Nevertheless, it is acknowledged that the appointment of international academic advisors would further benefit, in a substantial way, future curriculum re-designs and competencies to be attained by students. Therefore, following the suggestion of the EEC, in its meeting on 25.09.2020, the Program Academic Committee decided to form a Program Advisory Board which is to include both international academic and local practitioners. Specifically, the Advisory Board will be established by January 2021, and to this date, agreement has been secured from the following members:

1. Dr. Gail Ferreira, Disciplined Agilist, Digital Transformation Executive, Walden and Capella Universities
2. Dr. Aliakbar Jafari, Reader in Marketing, University of Strathclyde Business School
3. Mr. Marios Ioannou, Managing Director, Gnomi Integrated Communications
4. Mrs. Theodora Tsolaki, Managing Director, Yolo Digital
5. Mrs. Chrystal Michael, Ford Cyprus
6. Mr. Marios Pitsillis, Metro Supermarkets
7. Mr. Aris Patsalos, dp Sports Club

In line with the EEC's comment, the Department also acknowledges the importance of enhancing the international perspective, both in the curriculum and in the wider student experience. To this effect, a new course, which explicitly addresses the international dimension has been developed and incorporated in the Program, namely MAR220 Emerging Issues in International Marketing (please refer to Appendix I).

Moreover, the international aspect is further pursued through the Erasmus exchanges of both faculty and students. To this end, the University and the Department in particular, has paved the way since 2018. Specifically, since 2018, the University has

held every year, an International Erasmus week, and the Department of Management and Marketing had the majority of visit lecturers for each of those International Erasmus weeks. This will be further pursued and actively ensure that such visiting lecturers span across all the programs of the Department.

Specifically, the International Week that was cancelled due to the COVID pandemic, will be rescheduled for early Fall 2021. Additionally the faculty mobility that was approved will be taking place from Spring 2021 onwards barring any changes in flight conditions.

The internationalisation efforts will be further pursued through higher participation of our students in Erasmus activities. In particular, in addition to the expected Erasmus students for Spring 2021, from Fall 2021 onwards, the Program's faculty will more actively promote Erasmus mobility to our students. To this end, at the beginning of each semester a presentation on the Erasmus mobility will be delivered to all 2nd and 3rd year students. The presentation covers the scope and advantages of Erasmus mobility and the deadlines.

Lastly, at the School level, to further enhance the international mobility framework, a further agreement has just been established, between the Business School which offers this program of study with Ural Federal University, Ekaterinburg, Russia.

2. Teaching, learning and student assessment (ESG 1.3)

Areas of improvement and recommendations:

Although the EEC notes that the program is in a relatively good standing, the committee feels that the following areas of improvement should be carefully considered by the teaching team and the department.

The title needs to be clarified in order to clearly reflect the content of the program. The program is currently promoted as a marketing and digital communications program. Still, this is effectively a business administration degree with a specialisation in marketing and digital communications. Not surprisingly, given the above, and despite the fact that the program offers a number of marketing and digital communication modules, these are primarily included in the 3rd and 4th year curriculum.

The committee would like to recommend the following three points that could underpin a restructuring of the program:

1) Add more marketing modules such as consumer behaviour and marketing research (that could be placed early in the program).

2) Ensure that modules (both broad and specialised) are clearly interconnected and there is a logical progression from one semester to the next.

3) Review the distribution of marketing and communication modules and ensure that they are distributed across the program's duration. This will entail adding more marketing and communication modules in the first and second year making it possible for students to develop their knowledge and skills early on. In turn, this will enable students later in the program to undertake more advanced and in-depth modules in marketing and communications.

In addition, the teaching team could consider how the learning objectives and outcomes at the module level maps to the program ones. This will help ensure that the program on offer is not just a collection of modules, but a coherent learning offering. This also applies to the underlying assessment strategy that should be reviewed and mapped at the program level and not just at the module level.

Response by EUC:

Regarding the Committee's recommendations and suggested areas for improvements:

- The Committee highlighted that the program is a Business Administration degree with a specialisation in Marketing and Digital Communications. To this end, the Committee suggested that the title is clarified so that this is clearly reflected in the content of the program. The Department acknowledges and concurs to the issue raised by the Committee, so the program will be explicitly communicated as such, i.e. a BBA *in* Marketing and Digital Communications.
- The Committee noted that the program is in a relatively good standing and recommended the following 3 points for further improvement:

1) More marketing modules such as consumer behaviour and marketing research are offered, that could be placed early in the program.

The Department embraced the Committee's recommendation and developed two new courses, which will be offered as Major Requirements, namely:

- (a) MAR200 Marketing Research (to replace Business Research) and**
- (b) MAR220 Emerging issues in International Marketing (to replace International Business).**

Both of these courses will be offered early on in the program, i.e. in the 2nd year (Semester 4). The syllabi of the new courses are presented in Appendix I. The new courses are also shown in the revised program curriculum, in Table 2 (please see Appendix III).

In addition, given the Committee's recommendation, the course on Consumer Behavior (MAR310) will not be offered in semester 5 of the 3rd year, but will now be offered in the 2nd year (Semester 3) as MAR230 Consumer Behavior.

2) Ensure that courses (both broad and specialised) are clearly interconnected and there is a logical progression from one semester to the next.

In the initial curriculum, the elements of the IMC mix were offered as follows:

- **MAR200: Advertising and Sales Promotion (year 2, semester 3)**
- **MAR325: Professional selling (year 3, semester 6)**
- **MAR330: Direct marketing (year 3, semester 6)**
- **MAR335: Digital Marketing (year 3, semester 6)**
- **PRS400: Public Relations Management and Practice (year 4, semester 7)**

The course which integrated all of these elements, i.e. MAR215: Integrated Marketing Communications Strategy, was offered in the 2nd year, semester 4.

Following the Committee recommendation, the sequence of offering these courses (and their respective codes) has changed as follows:

- **MAR130: Advertising and Sales Promotion (year 1, semester 2)**
- **MAR225: Professional selling (year 2, semester 4)**
- **MAR330: Direct marketing (year 3, semester 5)**
- **MAR335: Digital Marketing (year 3, semester 6)**
- **MAR360: Public Relations Management and Practice (year 3, semester 6)**
- **MAR450: Integrated Marketing Communications Strategy (year 4, semester 7)**

Consequently, the program will now cover each of the elements of the IMC mix from the first to the third year of study, and in the final year, MAR450 Integrated Marketing Communications Strategy will cover the strategic integration of these elements. A revised syllabus has been developed, available in Appendix I.

In addition, as noted above, the course on Consumer Behaviour, which is central to marketing and communications, will be offered early on in the program (i.e. moved from year 3 to the first semester of year 2). Table 1 (please see Appendix II) presents the new distribution and progression of marketing courses from semester to semester.

3) The Committee suggested to review the distribution of marketing and communication courses and ensure that they are distributed across the program's duration, and add more marketing and communication courses in the first and second year.

Acknowledging the value of this recommendation, the curriculum of the program was revised (please refer to Table 2 (Appendix III). In particular, Table 1 (please see Appendix II) addresses the EEC's comment, i.e. it illustrates the changes made to this effect and presents how the marketing and communications courses are distributed across the semesters. Table 3 in Appendix IV presents the revised course distribution for the whole program.

- A further comment of the Committee pertained to considering how the learning objectives and outcomes at the course level maps to the program ones. To this end, Table 4 in Appendix V, illustrates which learning objectives and outcomes of the program are met at each course level.
- In addition, in response to the Committee's comment on the assessment strategy of the Program it can be noted that this is as follows:
 - For courses in: Statistics, Accounting, Economics and Finance, which have a quantitative nature, and for Introductory courses in Business, Management and Marketing, 80% of the assessment constitutes examinations.
 - For all of the other courses, i.e. advanced Business, Management and Marketing courses, 60%-70% of the assessment is based on examinations. Hence, the weight of the assignment(s) increases since more in-depth assignments are required at this level. Furthermore, the 60%-70% range allows some flexibility to address/accommodate the distinct objectives and learning outcomes of each course.

3. Teaching Staff (ESG 1.5)

Areas of improvement and recommendations:

None

4. Students (ESG 1.4, 1.6, 1.7)

Areas of improvement and recommendations:

The EEC notes that the University and department have plans to continue with online teaching provisions in the short term. Such experiences gained can help the programme develop further in the future. This is in line with the nature of the programme and the content on offer (namely digital communications), which can enhance the students' learning experience from an end-user perspective. This is a point of consideration and not necessarily a point of improvement.

Response by EUC:

The Committee's point is duly noted and embraced. Student feedback to this effect is and will be recorded to enhance the student experience and the value of the Program.

Specifically, the results of the July 2020 survey on the students' learning experience has indicated the need to invest in additional training for students as to how to correctly engage in the online delivery mode of instruction. The teaching team has capitalized on such student experience as end-users, whereby in the current semester of F2020, students across the marketing communications courses have discussed their experience and the role and parameters of customer/user engagement in the value creation process.

5. Learning Resources and student support (ESG 1.6)

Areas of improvement and recommendations:

N/A

B. Conclusions and final remarks

We would like to express our gratitude to the Committee for their valuable recommendations, which will further enhance our BBA in Marketing and Digital Communications. To this end a detailed response to all the recommendations suggested by the EEC is provided above with all relevant information to explain the actions taken to ensure that the proposed Programme is of high quality. In summary:

1) Study programme and study programme's design and development (*ESG 1.1, 1.2, 1.8, 1.9*)

We are in the process of finalizing the establishment of a Program Advisory Board which includes both industry experts and international academics to further enhance the future curriculum re-designs and student competencies. We are also fully aligned with the recommendation to enhance the international perspective and to these effect, a number of actions have been implemented and/or are in the implementation process. That is, a new course on 'Emerging Issues in International Marketing has been developed and included as a Major Requirement of the program, as well as Erasmus mobility opportunities, for both faculty and students of the program, are more actively pursued.

2) Teaching, learning and student assessment (*ESG 1.3*)

The program's curriculum has been enriched with two additional marketing courses, namely, Marketing Research and Emerging issues in International Marketing, marketing and communications courses are now offered during every semester of study and these courses have been arranged so as to ensure a logical progression from one semester to semester. Where needed the syllabus has also been revised.

In addition, a Table has been developed which illustrates how the learning objectives and outcomes at the course level map to those of the program. Pertaining to the assessment strategy, it is noted that for all introductory courses and all courses on Statistics, Accounting, Economics and Finance, examinations correspond to 80% of the assessment. For more advanced courses, in Business, Management and Marketing, the weight of examinations is reduced between 60%-70%, to allow for the more in-depth nature of assignments required for such courses.

3) Students (*ESG 1.4, 1.6, 1.7*),

We fully concur with the EEC's comment on capitalizing on the students' experience, regarding the transition to the online teaching, which is especially pertinent given the scope of the program. To this end, the faculty has incorporated the findings of the July 2020 survey on students' learning experience across its marketing and communications courses, a practice which will continue in the following semesters as well.

Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Pieris Chourides	Dean of the Business School	
Myria Ioannou	Chair, Department of Management & Marketing	
Myria Ioannou	Programme Coordinator	

Date: 11/12/2020

APPENDICES

APPENDIX I: REVISED & NEW SYLLABI

Course Title	Integrated Marketing Communications Strategy				
Course Code	MAR 450				
Course Type	Compulsory				
Level	Bachelors (1 st Cycle)				
Year / Semester	4 th Year/ 7 th Semester				
Instructor's Name	Dr. Dino Domic / Dr. Myria Ioannou				
ECTS	6	Lectures / week	3 Hours 14 Weeks	Laboratories / week	None
Course Purpose and Objectives	The main aim of this course is to introduce students to the strategic integration of the elements within the communications mix, highlighting the need to adopt a holistic and synergetic approach for the greatest possible impact of these communication elements.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Discuss the role of marketing communications in marketing programs • Discuss the various elements of the communications mix • Critically evaluate the effectiveness of each of the communication elements in different scenarios/examples. • Discuss the need to strategically integrate the elements for the greatest impact • Identify the effect of social media in changing the way that organizations communicate with their audiences and especially the way that audiences are interacting with the organization. 				
Prerequisites	MAR130, MAR225, MAR330, MAR335, MAR360	Co-requisites	None		
Course Content	<ul style="list-style-type: none"> • Introduction to Strategic IMC; The Marketing communications process • The role of marketing communications in marketing programs • In-depth analysis of the elements of the IMC mix: Advertising, Sales promotion, PR, Personal selling, Direct Marketing • The elements of the IMC mix: Personal Selling • The elements of the IMC mix: Public Relations 				

	<ul style="list-style-type: none"> • The elements of the IMC mix: Advertising/ Print Media/ Newspapers/ Magazines as part of the strategic media mix • The elements of the IMC mix: Advertising/ Online Media • The elements of the IMC mix: Advertising/ Electronic Media/ TV and Radio • The elements of the IMC mix: Advertising/ Outdoor \Media • The elements of the IMC mix: Direct Marketing • The elements of the IMC mix: Sales Promotion • Integrating the elements of the mix • The Strategic IMC Planning Model • Developing contemporary IMC campaigns 								
Teaching Methodology	Face-to-face								
Bibliography	<p>Belch, G. and Belch, ADVERTISING & PROMOTION: INTEGRATED MARKETING COMMUNICATION PERSPECTIVE, Latest Edition, M. McGraw-Hill, Australia</p> <p>Kitchen, Philip J. and De Pelsmacker, Patrick, INTEGRATED MARKETING COMMUNICATIONS: A PREMIER, Routledge, London, UK</p> <p>Clow, Kenneth and Baack, Donald, Integrated Advertising, Promotion and Marketing Communications , Latest Edition Prentice Hall</p> <p>Pickton, David and Broderick, Amanda Integrated Marketing Communications, Latest Edition, Prentice Hall, UK</p>								
Assessment	<table border="1"> <tr> <td data-bbox="384 1541 946 1597">Examinations</td> <td data-bbox="946 1541 1174 1597">65%</td> </tr> <tr> <td data-bbox="384 1597 946 1653">Assignments</td> <td data-bbox="946 1597 1174 1653">25%</td> </tr> <tr> <td data-bbox="384 1653 946 1709">Class Participation</td> <td data-bbox="946 1653 1174 1709">10%</td> </tr> <tr> <td data-bbox="384 1709 946 1765"></td> <td data-bbox="946 1709 1174 1765">100%</td> </tr> </table>	Examinations	65%	Assignments	25%	Class Participation	10%		100%
Examinations	65%								
Assignments	25%								
Class Participation	10%								
	100%								
Language	English								

Course Title	Marketing Research				
Course Code	MAR200				
Course Type	Compulsory				
Level	Bachelor (1st Cycle)				
Year / Semester	2 th Year/ 4 th Semester				
Instructor's Name	Dr. Lycourgos Hadjiphanis				
ECTS	6	Lectures / week	3 Hours/14 Weeks	Laboratories / week	None
Course Purpose and Objectives	This course will provide students with a comprehensive presentation of the field of marketing research, with emphasis given on an applied approach with practical applications. The course aims to provide a working knowledge of a statistical package to analyze data (IBM SPSS). In particular, students with the assistance of computerized audio-visual aids will be introduced to the practical use of SPSS for research issues related with data preparation and processing, tabulation and graphics, summary statistics as well as univariate and multivariate statistical analysis.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ol style="list-style-type: none"> 1. Apply the theoretical bases of marketing research to various business settings 2. Discuss the business environment from a research perspective. 3. Apply the learned marketing research skills which they have acquired in class via the usage of questioning and industry based case studies. 4. Equipped to undertake marketing research positions after being exposed to contemporary industry based examples. 5. Analyze the complexities and challenges involved in working in the field of marketing research 				
Prerequisites	MAR100	Co-requisites	None		
Course Content	<p>Introduction to the course. The nature and role of marketing research. Formulating and clarifying the marketing research topic. Formulating the research design Exploratory research and qualitative analysis Secondary data research Survey research: An overview Survey research: basic methods of communication Questionnaire design Sampling designs and sampling procedures Determination of sample size Fieldwork Globalization of markets and international marketing research Putting it all together: an international marketing information system</p>				

	Univariate statistical analysis. Bivariate statistical analysis: difference between two variables Qualitative Data Analysis (structured, semi structured interviews, focus groups, observations etc)		
Teaching Methodology	Face-to face		
Bibliography	<p>Required Reading:</p> <p>Zikmund, W., & Babin, Barry (2010) <i>Exploring Marketing Research</i>, (10th ed.). South-Western</p> <p>Recommended Reading</p> <ol style="list-style-type: none"> 1. Schmidt, M., & Hollensen, S. (2006) <i>Marketing research: An international approach</i>. Prentice Hall 2. Burns, A., & Bush, R. F. (2006). <i>Marketing research</i> (5th ed.). Prentice Hall 3. <i>Journal of Marketing Research</i> 4. <i>International Journal of Market Research (IJMR)</i> 5. <i>International Journal of Research in Marketing</i> 		
Assessment	Examinations	60%	
	Project	30%	
	Attendance/Class Participation	10%	
		100%	
Language	English		

Course Title	Emerging Issues in International Marketing				
Course Code	MAR304				
Course Type	Compulsory				
Level	Bachelor (1 st Cycle)				
Year / Semester	2 nd Year / 4 th Semester				
Teacher's Name	Dr. Dino Domic				
ECTS	6	Lectures / week	3 Hours / 14 weeks	Laboratories / week	None
Course Purpose and Objectives	The primary objective of this module is to introduce the student to a systematic treatment of Marketing on an International scale. Special emphasis is placed on emerging issues in the industry, and the conceptual and analytic tools that enable the marketing manager to better exploit the opportunities and avoid the pitfalls of International Marketing.				
Learning Outcomes	<p>Upon successful completion of this course students should be able to:</p> <ul style="list-style-type: none"> • Compare the theoretical bases of International Marketing to various business settings • Discuss the contemporary emerging issues in the field of International Marketing • Describe the business environment from an International marketing perspective. • Explain the learned International marketing skills which they have acquired in class via the usage of questioning and industry based case studies. • Describe the complexities and challenges involved in working in the field of International Marketing. 				
Prerequisites	MAR100	Co-requisites			
Course Content	<p>Global Marketing Activities: Foreign Marketing; Relationship Between Domestic and Multinational-Global Marketing.</p> <p>Underlying Forces of International Business: the International Monetary Framework; the World Trading System.</p> <p>Market Characteristics: Income and Population; Trade Patterns; Consumption Patterns; Market Development; Stages of Market Development; Social and Cultural Elements of the World Market Environment; Basic Aspects of Culture; Analytical Approaches to Cultural Factors.</p> <p>Protectionism: Protection Logic; Trade Barriers; Market Barriers.</p>				

	<p>Regional Market Characteristics: Economic Cooperation and Preferential Trade Arrangements; Free Trade Area; Customs Union; Economic Union; Marketing in Less Developed Countries.</p> <p>Legal Dimensions: Establishment; Patents and Trademarks; Taxes; Expropriation; Antitrust; Bribery; Regulatory Agencies.</p> <p>The Financial Framework: Currency Supply and Demand; Methods of Payment.</p> <p>Marketing Information Systems: Elements of An International Information System; Sources of Information; Marketing Research; Special Problems in International Marketing Research; Analytical Techniques for Researching International Markets.</p> <p>Strategy Alternatives for Entry and Expansion: Exporting; Licensing; Joint Ventures; Ownership; Market Expansion Strategies.</p> <p>Competitive Analysis and Strategy: Industry Analysis; Competitor Analysis; Competitive Strategy.</p> <p>Product Decisions. Product Saturation Levels in International Markets; Product Design; Attitudes Toward Foreign Products; Geographic Expansion; New Products in Multinational Marketing.</p> <p>Pricing Decisions. Export Pricing; Pricing in An Inflationary Environment; Transfer Pricing; Multicountry Pricing.</p> <p>Channel Decisions. Channel Structure; Channels in Less Developed Countries; International Channel Innovation; Channel Strategy for New Market Entry; Channel Selection.</p> <p>Promotion Decisions. World Advertising Expenditures; International Advertising.</p> <p>Exporting and Importing. National/Government Policies Towards Exports; Terms of Access; Choosing Export Markets; Trade Terms; Export Organization; Export Promotion; Export Financing; Barter and Countertrade; Export Documentation and Control.</p> <p>Global Marketing Planning: Requirements for A Successful Global Marketing Plan; Grouping World Markets for Product Planning; Planning for Multinational Brands; Patterns of International Organizational Development.</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	Face to face
Bibliography	<p>Keegan, W.: MULTINATIONAL MARKETING MANAGEMENT, Prentice Hall</p> <p>Cateora, P.: INTERNATIONAL MARKETING, Richard D Irwin</p> <p>Kirpalani, V.: INTERNATIONAL MARKETING, Random House Business Division</p>

	<p>Czinkota/Ronkainen: INTERNATIONAL MARKETING The Dryden Press</p> <p>Onkvisit / Shaw: INTERNATIONAL MARKETING: Analysis and Strategy Rortledge</p> <p>Albarm / Strandskov / Dverr : INTERNATIONAL MARKETING AND EXPORT MANAGEMENT, Prentice Hall</p> <p>Selected articles from periodicals</p>		
Assessment	Examinations	70%	
	Class Participation	10%	
	Assignments	20%	
		100%	
Language	English		

APPENDIX II

TABLE 1: DISTRIBUTION OF MARKETING & COMMUNICATIONS COURSES

Semester	Course	Offered initially in
1	MAR100: Introduction to Marketing	No change
	MAR110: Social Media and Marketing Communications	Semester 2
2	MAR130: Advertising and Sales Promotion	Semester 3
3	MAR230: Consumer Behaviour	Semester 5
4	MAR200: Marketing Research	New course
	MAR220: Emerging Issues in International Marketing	New course
	MAR225: Professional Selling	Semester 6
5	MAR330: Direct Marketing	Semester 6
6	MAR335: Digital Marketing	No change
	MAR360: Public Relations Management and Practice	Semester 7
7	MAR450: Integrated Marketing Communications Strategy	Semester 4
	Major Elective	No change
8	MAR410: Digital Communications Strategy	No change
	MAR415: Customer Engagement	No change
	MAR420: Simulation in Digital Marketing	No change
	Major Elective	No change

APPENDIX III

TABLE 2: REVISED CURRICULUM FOR THE BBA IN MARKETING & DIGITAL COMMUNICATIONS

DEGREE REQUIREMENTS	ECTS
All students pursuing a Bachelor of Business Administration in the “Marketing and Digital Communications” program must complete the following requirements:	
General Education Requirements	30
Business Core Requirements	102
Major Requirements	78
Major Electives	12
Free Electives	18
Total Requirements	240

General Education Requirements		30 ECTS
English and Communication		18
Code	Course Title	ECTS
COM215	Public Speaking and Human Communication	6
ENB220	Writing for Business Studies*	6
ENB230	Business Communication in English	6
Humanities & Social Sciences		12
Code	Course Title	ECTS
N/A	Psychology, Sociology Languages**	12

Business Core Requirements		102 ECTS
Code	Course Title	ECTS
BUS100	Introduction to Business	6

BUS210	Numerical Methods and Applications in Business	6
BUS220	Innovation and Entrepreneurship	6
BUS230	Computer Applications for Business	6
BUS400	Strategic Management	6
BUS405	Undergraduate Thesis	12
MAR100	Introduction to Marketing	6
MGT100	Principles of Management	6
MGT150	Organizational Behavior	6
AEF110	Introduction to Financial Accounting	6
AEF125	Introduction to Managerial Accounting	6
AEF100	Principles of Microeconomics	6
AEF115	Principles of Macroeconomics	6
AEF135	Essentials of Financial Analysis	6
AEF320	Corporate and Business Law I	6
AEF105	Business Statistics	6
Major Requirements		78 ECTS
Code	Course Title	
MAR110	Social Media & Marketing Communications	6
MAR130	Advertising and Sales Promotion	6
MAR200	Marketing Research (NEW course)	6
MAR220	Emerging Issues in International Marketing (NEW)	6
MAR230	Consumer Behaviour	6
MAR225	Professional Selling	6
MAR330	Direct Marketing	6
MAR335	Digital Marketing	6
MAR360	Public Relations Management and Practice	6
MAR450	Integrated Marketing Communications Strategy	6

MAR410	Digital Communications Strategy	6
MAR415	Customer Engagement	6
MAR420	Simulation in Digital Marketing	6
Major Electives		12
Code	Course Title	
MAR350	The Art of Persuasion	6
MAR355	Brand Management	6
MAR430	Internship in Marketing Communications	6
MAR435	Contemporary Advertising Practice	6
MAR440	Marketing of Services	6
Free Electives		18 ECTS

*Students take the English Placement Test of the University and based on their results they take the ENB220 course. Students who do not meet the level of English of ENB220 can alternatively register in lower level English courses, which will enable them to achieve the expected English level.

**Students will have a choice of Greek, German, French, Spanish, Russian. If a Language Elective is chosen, then the Students must complete both language levels.

APPENDIX IV

TABLE 3: REVISED COURSE DISTRIBUTION PER SEMESTER FOR THE BBA IN MARKETING & DIGITAL COMMUNICATIONS

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS
1 Semester								
1.	Compulsory	Introduction to Marketing	MAR100	3	50	14	42	6
2.	Compulsory	Social Media and Marketing Communications	MAR110	3	50	14	42	6
3.	Compulsory	Introduction to Business	BUS100	3	50	14	42	6
4.	Compulsory	Writing for Business	ENL103	3	50	14	42	6
5.	Compulsory	Business Statistics	AEF105	3	50	14	42	6
2 Semester								
6.	Compulsory	Business Communication in English ENB225	ENB230	3	50	14	42	6
7.	Compulsory	Principles of Management	MGT100	3	50	14	42	6
8.	Compulsory	Principles of Microeconomics	AEF100	3	50	14	42	6
9.	Compulsory	Advertising and Sales Promotion	MAR130	3	50	14	42	6
10.	Elective	Humanities and Social Sciences Elective	-	3	50	14	42	6
3 Semester								
11.	Compulsory	Numerical Applications and Methods for Business	BUS210	3	50	14	42	6
12.	Compulsory	Introduction to Financial Accounting	AEF110	3	50	14	42	6
13.	Compulsory	Public Speaking	COM215	3	50	14	42	6

14.	Compulsory	Humanities and Social Sciences Elective	-	3	50	14	42	6
15.	Compulsory	Consumer Behavior	MAR230	3	50	14	42	6
4 Semester								
16.	Compulsory	Computer Applications for Business	BUS230	3	50	14	42	6
17.	Compulsory	Marketing Research	MAR200	3	50	14	42	6
18.	Compulsory	Emerging Issues in International Marketing	MAR220	3	50	14	42	6
19.	Compulsory	Intro to Managerial Accounting	AEF125	3	50	14	42	6
20.	Compulsory	Professional Selling	MAR225	3	50	14	42	6
5 Semester								
21.	Compulsory	Principles of Macroeconomics	AEF115	3	50	14	42	6
22.	Compulsory	Essentials of Financial Analysis	AEF135	3	50	14	42	6
23.	Compulsory	Direct Marketing	MAR330	3	50	14	42	6
24.	Compulsory	Organizational Behavior	MGT150	3	50	14	42	6
25.	Elective	Free Elective	-----	3	50	14	42	6
6 Semester								
26.	Compulsory	Innovation and Entrepreneurship	BUS220	3	50	14	42	6
27.	Compulsory	Public Relations Management & Practice	MAR360	3	50	14	42	6
28.	Compulsory	Corporate Business Law I	AEF320	3	50	14	42	6
29.	Compulsory	Digital Marketing	MAR335	3	50	14	42	6
30.	Elective	Free Elective	-----	3	50	14	42	6

7 Semester								
31.	Compulsory	Integrated Marketing Communications Strategy	MAR450	3	50	14	42	6
32.	Elective	Major Field of Studies Elective	-----	3	50	14	42	6
33.	Compulsory	Strategic Management	BUS400	3	50	14	42	6
34.	Compulsory	Undergraduate Thesis	BUS405	--	---	---	---	12
8 Semester								
35.	Compulsory	Digital Communications Strategy	MAR410	3	50	----	----	6
36.	Compulsory	Customer Engagement	MAR415	3	50	----	----	6
37.	Compulsory	Simulation in Digital Marketing	MAR420	3	50	----	----	6
38.	Elective	Major Field of Studies Elective	-----	3	50	-----	-----	6
39.	Elective	Free Elective	-----	3	50	14	42	6

APPENDIX V

TABLE 4: THE PROGRAM'S LEARNING OUTCOMES ACROSS COURSES

	1. Demonstrate awareness and capability of analyzing environmental trends (economic, social, political, legal, and technological) and their impact on individuals and businesses	2. Critically evaluate and apply concepts, techniques, strategies, and theories from any appropriate discipline in business contexts	3. Demonstrate their ability to communicate effectively in business situations through speaking, writing, and by use of electronic media.	4. Demonstrate the ability to build teams and work effectively within them	5. Project the ability to work in accordance with the professional ethics, standards, practices and the relevant laws	6. Differentiate and analyze consumer data sources and collection methods via an empirical research approach	7. the application of manual and computer-based quantitative and qualitative tools and methodologies in identifying and solving problems and making decisions in business situations
COM215 Public Speaking and Human Communication		X	X	X	X		
ENB220 Writing for Business Studies*		X	X	X	X		
ENB230 Business Communication in English		X	X	X	X		
BUS100 Introduction to Business	X		X	X	X		
BUS210 Numerical Methods and Applications in Business		X		X		X	X
BUS220 Innovation and Entrepreneurship	X		X	X	X		
BUS230 Computer		X	X	X		X	X

Applications for Business							
BUS400 Strategic Management	X		X	X	X		
BUS405 Undergraduate Thesis	X		X	X	X		X
MAR100 Introduction to Marketing	X	X	X			X	
MGT100 Principles of Management	X		X	X	X		
MGT150 Organizational Behavior	X		X	X	X		
AEF110 Introduction to Financial Accounting			X	X	X		
AEF125 Introduction to Managerial Accounting			X	X	X		
AEF100 Principles of Microeconomics	X		X	X	X		
AEF115 Principles of Macroeconomics	X		X	X	X		
AEF135 Essentials of Financial Analysis	X		X	X	X		
AEF320 Corporate and Business Law I	X		X	X	X		
AEF105 Business Statistics		X		X			
MAR110	X		X	X	X	X	

Social Media & Marketing Communications							
MAR130 Advertising and Sales Promotion	X		X	X	X	X	
MAR200 Marketing Research	X		X	X	X	X	X
MAR220 Emerging Issues in International Marketing	X		X	X	X	X	
MAR225 Professional Selling	X		X	X	X	X	
MAR230 Consumer Behaviour	X	X	X	X	X	X	X
MAR330 Direct Marketing	X	X	X	X	X		
MAR360 Public Relations Management and Practice	X		X	X	X	X	
MAR450 Integrated Marketing Communications Strategy	X	X	X	X	X	X	X
MAR335 Digital Marketing	X		X	X	X	X	
MAR410 Digital Communications Strategy	X		X	X	X	X	
MAR415 Customer Engagement	X		X	X	X	X	
MAR420 Simulation in Digital Marketing	X		X	X	X	X	

Electives:							
MAR350 The Art of Persuasion	X		X	X	X		
MAR355 Brand Management	X		X	X	X		
MAR430 Internship in Marketing Communications	X		X	X	X		
MAR435 Contemporary Advertising Practice	X	X	X	X	X	X	X
MAR440 Marketing of Services	X		X	X	X		

	8. Describe the coordination of the production of visually effective print, graphic, and electronic communications	9. Demonstrate a thorough understanding of each element of the marketing communications mix and the importance of integrating them	10. Apply knowledge from business and communication disciplines to develop an effective integrated marketing communications campaign in the dynamic environment	11. Demonstrate a thorough understanding of Social Media principles and how these platforms are re-formulating business communications	12. Demonstrate an in-depth understanding of digital platforms in general and successfully implement a digital communications campaign	13. Demonstrate the capability of engaging audiences and building and maintaining professional relationships with the various audiences of the organization
COM215 Public Speaking and Human Communication						
ENB220 Writing for Business Studies*						
ENB230 Business Communication in English	X					
BUS100 Introduction to Business						
BUS210 Numerical Methods and Applications in Business						
BUS220 Innovation and Entrepreneurship						X
BUS230 Computer Applications for Business						
BUS400 Strategic Management						X
BUS405 Undergraduate Thesis		X	X	X	X	X

MAR100 Introduction to Marketing				X		
MGT100 Principles of Management						
MGT150 Organizational Behavior						
AEF110 Introduction to Financial Accounting						
AEF125 Introduction to Managerial Accounting						
AEF100 Principles of Microeconomics						
AEF115 Principles of Macroeconomics						
AEF135 Essentials of Financial Analysis						
AEF320 Corporate and Business Law I						
AEF105 Business Statistics						
MAR110 Social Media & Marketing Communications	X			X	X	X
MAR130 Advertising and Sales Promotion	X	X		X		X
MAR200 Marketing Research						X

MAR220 Emerging Issues in International Marketing						X
MAR225 Professional Selling	X	X	X			X
MAR230 Consumer Behaviour			X			X
MAR330 Direct Marketing	X	X	X			X
MAR335 Digital Marketing	X	X	X	X	X	X
MAR360 Public Relations Management and Practice	X	X	X			X
MAR410 Digital Communications Strategy	X	X	X	X	X	X
MAR415 Customer Engagement	X	X	X	X	X	X
MAR420 Simulation in Digital Marketing	X	X	X	X	X	X
MAR450 Integrated Marketing Communications Strategy	X	X	X			X
MAR350 The Art of Persuasion	X		X	X		X
MAR355 Brand Management	X		X			X
MAR430 Internship in Marketing Communications	X	X	X			X
MAR435 Contemporary	X	X	X	X	X	X

Advertising Practice						
MAR440 Marketing of Services						X