

Course Title	Business Strategy				
Course Code	BUS 404				
Course Type	Compulsory				
Level	Diploma				
Year / Semester	Year 2, Spring Semester				
Teacher's Name	Dr. Janell Komodromou				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	The aim of this unit is to develop the learners' ability to evaluate and select strategies appropriate to business organisations. This will involve an analysis of the impacts of the external operating environment and the need to plan organisational strategies to ensure effective business performance.				
Learning Outcomes	<p>After successful completion of this module students will be able to:</p> <ol style="list-style-type: none"> 1. Analyse how the business environment is considered in strategy formulation 2. Understand the process of strategic planning 3. Examine approaches to strategy evaluation and selection 4. Analyze how strategy implementation is realized. 				
Prerequisites	None		Required		
Course Content	<p>1. Strategy Formulation Strategic contexts and terminology: role of strategy, missions, visions, strategic intent, objectives, goals, core competencies, strategic architecture, strategic control Stakeholder analysis: stakeholder significance grid, stakeholder mapping Environment auditing: Political, Economic, Socio-cultural, Technological, Environmental and Legal analysis (PESTEL), Porter's 5 force analysis, the threat of new entrants, the power of buyers, the power of suppliers, the threat of substitutes, competitive rivalry and collaboration Strategic positioning: the Ansoff matrix, growth, stability, profitability, efficiency, market leadership, survival, mergers and acquisitions, expansion into the global market place The organisational audit: benchmarking, SWOT analysis, product positions, value-chain analysis, demographic influences, scenario planning, synergy culture and values</p> <p>2. Strategic planning</p>				

Strategic thinking: future direction of the competition, needs of customers, gaining and maintaining competitive advantage, Ansoff's growth-vector matrix, portfolio analysis

Planning systems: informal planning, top-down planning, bottom-up planning, behavioural approaches

Strategic planning issues: impact on managers, targets, when to plan, who should be involved, role of planning

Strategic planning techniques: BCG growth-share matrix, directional policy matrices, SPACE, PIMS

3. Strategy evaluation and selection

Market entry strategies: organic growth, growth by merger or acquisition, strategic alliances, licensing, franchising

Substantive growth strategies: horizontal and vertical integration, related and unrelated diversification

Limited growth strategies: do nothing, market penetration, market development, product development, innovation

Disinvestment strategies: retrenchment, turnaround strategies, divestment, liquidation

Strategy selection: considering the alternatives, appropriateness, feasibility, desirability

4. Strategy implementation

The realisation of strategic plans to operational reality: communication – selling the concepts, project teams, identification of team and individual roles, responsibilities and targets, programme of activities, benchmark targets at differing levels of the organisation

Resource allocation: finance, human resources, materials, time

Review and evaluation: an evaluation of the benchmarked outcomes in a given time period of corporate, operational and individual targets

Outcomes and Assessment criteria

To achieve each outcome a learner must demonstrate the ability to:

1. Analyse how the business environment is considered in strategy formulation

- define the contexts of business strategy
- explain the significance of stakeholder analysis
- conduct an environmental and organisational audit of a given organisation
- apply strategic positioning techniques to the analysis of a given organisation.

2. Understand the process of strategic planning

- demonstrate an ability to think strategically
- prepare a strategic plan for a given organisation, based on previous analysis.

3. Examine approaches to strategy evaluation and selection

- evaluate possible alternative strategies - substantive growth, limited growth or retrenchment
- identify and evaluate resource requirements to implement a new strategy for a given organisation
- select an appropriate future strategy for a given organisation.

4. Analyse how strategy implementation is realised

	<ul style="list-style-type: none"> • compare the roles and responsibilities for strategy implementation in two different organisations • identify and evaluate resource requirements to implement a new strategy for a given organisation • propose targets and timescales for achievement in a given organisation to monitor a given strategy.
Teaching Methodology	The course is delivered through lectures combination, seminars, audiovisual aids, videos, discussion, group and practical work.
Bibliography	G. Johnson, K. Scholes, R. Whittington – Exploring Corporate Strategy – 11 th Edition 2017- ISBN 978-1-292-14517-4 Handouts prepared by the lecturer
Assessment	<p>Continuous Assessment and final exam evaluation system - The learner will be assessed through a blend of assessment methods that will typically include assignments, tests, and a final exam as follows:</p> <ul style="list-style-type: none"> • Attendance & Class Participation (20%) • Midterm / Assignments (20%) • Final Exam (60%)
Language	English

Course Title	Operation Management				
Course Code	MGT 301				
Course Type	Compulsory				
Level	Diploma				
Year / Semester	Year 2, Fall Semester				
Teacher's Name	Dr. Janell Komodromou				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	The objectives of this subject are to provide the students with an understanding of the role of operation manager in an organization, and to illustrate how an organization can get a competitive advantage in the marketplace through greater productivity, lower costs, quicker response, predictable deliveries, and better quality.				
Learning Outcomes	<p>After successful completion of this module students will be able to:</p> <ol style="list-style-type: none"> 1. Explain the major concepts in the functional areas of accounting, marketing, finance, and management. 2. Evaluate the legal, social, and economic environments of business. 3. Describe the global environment of business. 4. Describe and explain the ethical obligations and responsibilities of business. 5. Construct and present effective oral and written forms of professional communication. 6. Apply knowledge of business concepts and functions in an integrated manner 				
Prerequisites	MGT 101	Required			
Course Content	<p>1.Basic Concepts in Operations Current Issues Topics in Operations Competitive Priorities Operations Strategy and Strategic Decisions Productivity Case: Southwest Tube Breakeven Point Learning Curve</p>				

Cost Reduction Case: The Low Cost Grocery Store
Benchmarking
2. Quality
Dimensions of Quality Case: Anheuser – Busch
Total Quality Management
Quality Costs Case: Cranston Nissan
Product Yield
ISO 9000
3. Just in Time
Japanese Manufacturing Systems
JIT Elements Case: XYZ Products
Implementation Obstacles
4.0 Product and Service Design
Methods for Improvement
Measures of Design
Product Life Cycle Case: Rotary Compressor
5. Forecasting
Features
Factors affecting Demand
6. Process Planning
Major Decisions
Types of Processes
Environmental Considerations Case: A Difficult Decision
Process Charts and Service Blueprints
Work Standards and Work Sampling
7. Capacity Management
Factors affecting Capacity
Capacity Planning
Capacity Determination
Management Decisions Case: Beck Manufacturing
8. Facility Planning
Location Analysis
Layout Planning
Physical Facilities
Types of Layouts
9. Workforce Management
Principles and Trends
Safety and Health
Training and Development
Compensation
Job Design
10. Supply Chain Management
Customer Service
Transportation
Inventory Management
Economic Order Quantity
Quantity Discounts
Warehousing
Purchasing Case: Laxtec Inc.
Scheduling
11. Project Management

	<p>Project Manager Qualifications Case: Shaw's Strategy</p> <p>Project Cost Control</p> <p>Project Scheduling</p> <p>Network Diagrams</p>
Teaching Methodology	<p>The course is delivered through lectures combination, seminars, audiovisual aids, videos, discussion, group and practical work.</p>
Bibliography	<p>Jay Heizer, Barry Render - Operations Management –12th Edition 2016 – Pearson Education – ISBN 9781034422404</p> <p>Handouts prepared by the lecturer</p>
Assessment	<p>Continuous Assessment and final exam evaluation system - The learner will be assessed through a blend of assessment methods that will typically include assignments, tests, and a final exam as follows:</p> <ul style="list-style-type: none"> • Attendance & Class Participation (20%) • Midterm / Assignments (20%) • Final Exam (60%)
Language	<p>English</p>

Course Title	Business Environment				
Course Code	BUS 201				
Course Type	Compulsory				
Level	Diploma				
Year / Semester	Year 1, Spring Semester				
Teacher's Name	Mr. Demetris Aresti				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	The aim of the unit is to encourage learners to identify the objectives of organisations and the influence of stakeholders. Learners are also encouraged to investigate the operation of organisations in relation to the local, national and global environment. The unit also provides learners with a solid base of understanding of the parameters within which organisations act that can be built upon in further units.				
Learning Outcomes	<p>After successful completion of this module students will be able to:</p> <ol style="list-style-type: none"> 1. Identify the mission, objectives and responsibilities of an organisation within its environment. 2. Investigate the economic, social and global environment in which organisations operate 3. Investigate the behaviour of organisations and the market environment 4. Explore the significance of international trade 				
Prerequisites	None	Required			
Course Content	<p>1. Objectives and responsibilities of organisations</p> <ul style="list-style-type: none"> • Categories of organisation: size, sector/type - private, public, voluntary, charitable; activity - primary, secondary tertiary • Mission, objectives and values of organisations: concept of corporate mission or vision, underlying values/philosophy, profit, market share, ROCE, sales, growth, level of service, customer/user perceptions and audits • Stakeholders: identification of stakeholders, stakeholder groups, conflict of expectations, attitude, power-influence matrix; satisfying stakeholder objectives, measuring performance • Responsibilities of organisations: to stakeholders, key legal responsibilities e.g. consumer, employment, disability discrimination and health and safety, diversity and equal opportunities, stakeholder pensions; wider responsibilities including ethical, environmental; ethical practice 				

2. Economic, social and global environment

- **Resource issues and types of economic system:** basic economic problem, effective use of resources; type of economic systems - command, free enterprise, mixed, including transitional economies, public and private sector initiatives; private finance initiatives
- **Government policy:** fiscal policy in the UK, monetary policy in the UK; MPC, industrial policy in the UK; social welfare policy in the UK; economic growth, economic performance/indicators influence of the CBI TUC stakeholder and interest groups, the influence of the global economy - trends, uncertainties, growth, impact on the economy, UK multinationals, World Bank

3. Behaviour of organisations in their market environment

- **Market types:** perfect competition, monopoly, monopolistic competition, oligopoly, duopoly; competitive advantage, behaviour/strategies adopted by firms; role of Competition Commission, and regulatory bodies eg Ofcom, Ofgas, Ofwat
- **Market forces and organisational responses:** supply and demand, elasticity, customer perceptions and actions, issues relating to supply, cost and output decisions short run and long run, economies of scale, growth of organisations: reasons, methods, financing, MNC_s/ TNC_s joint ventures, outsourcing; core markets/skills, technology and innovation, labour market trends, cultural environment

4. International trade and the European dimension

- **The importance of international trade:** to the UK economy, businesses, balance of payments, patterns and trends in international trade, UK trade with the EU, USA and other countries, trading blocs throughout the world, UK membership of the EU, enlargement of EU, direct/indirect exporting methods, trading opportunities, importance of global markets, implications for businesses of emerging markets, cultural diversity and clusters, TNC_s, the economies of Europe EMU, EU budget import duties and levies, agricultural levies, VAT, competitor policy, European Single Market Act, social policy, The Social Chapter, tax harmonisation, CAP, regional policy

Outcomes and Assessment criteria:

To achieve each outcome a learner must demonstrate the ability to:

1. Identify the mission, objectives and responsibilities of organizations within their environment

- identify the mission, values and key objectives of an organisation and assess the influence of stakeholders
- evaluate the extent to which an organisation achieves the objectives of three stakeholders
- explain the responsibilities of an organisation and strategies employed to meet them.

	<p>2. Investigate the economic social and global environment in which organizations operate</p> <ul style="list-style-type: none"> • explain how economic systems attempt to allocate and make effective use of resources • discuss the impact of social welfare and industrial policy initiatives on organisations and the wider community • evaluate the impact of macroeconomic policy measures and the influence of the global economy on UK-based organisations and stakeholders. <p>3. Investigate the behaviour of organizations and the market environment</p> <ul style="list-style-type: none"> • explain how market structures in practice deviate from the model of perfect competition • use a range of examples to illustrate the relationship between market forces and organisational responses • analyse the behaviour and competitive strategies employed by an organisation • evaluate the role of the Competition Commission and regulatory bodies. <p>4. Explore the significance of international trade and the European dimension for UK businesses</p> <ul style="list-style-type: none"> • discuss the importance of international trade, economic integration and • global markets to UK business organisations • analyse the impact of two policies of the European Union on UK business organisations • analyse the economic implications for the UK of entry into EMU.
Teaching Methodology	The course is delivered through lectures combination, seminars, audiovisual aids, videos, discussion, group and practical work.
Bibliography	Adrian Palmer & Bob Hartley, The Business Environment, 7th Edition, McGraw Hill 2011
Assessment	<p>Continuous Assessment and final exam evaluation system - The learner will be assessed through a blend of assessment methods that will typically include assignments, tests, and a final exam as follows:</p> <ul style="list-style-type: none"> • Attendance & Class Participation (20%) • Midterm / Assignments (20%) • Final Exam (60%)
Language	English

Course Title	Statistics				
Course Code	MTH 204				
Course Type	Compulsory				
Level	Diploma				
Year / Semester	Year 1, Spring Semester				
Teacher's Name	Dr. Marios Alaeddine				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	<p>To appreciate the significance of applications in statistics.</p> <p>To present basic statistical concepts and their use in descriptive and inferential statistics</p>				
Learning Outcomes	<p>After successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> • Provide a concise and clear description of a statistical problem. • Provide a description of the method used for analysis, including a discussion of advantages, disadvantages, and necessary assumptions. • Provide a discussion of the results and of the statistical analysis. • Provide a conclusion to the study including a discussion of limitations of the analysis. • Provide a derivation for mathematical statistics problems. 				
Prerequisites	None	Required			
Course Content	<p>After successful completion of this module students will be able to:</p> <p>Introduction:</p> <p>Role of statistics in fields: science, social sciences, business studies. Possible sources of error in statistical surveys. Types of data.</p> <p>Tabulation of Data:</p> <p>Raw data and frequency distributions, intervals, limits and boundaries. Relative frequency. Graphical presentation of frequency distributions: Bar chart, pie chart, histogram, frequency polygon and frequency curve. Cumulative frequency and graphical presentation.</p>				

	<p>Statistical Measures of Central Tendency, Mean, Median, Mode for a simple set and a frequency distribution.</p> <p>Statistical Measures of Dispersion:</p> <p>Range, Average Deviation and Standard Deviation from the Mean, Variance, Coefficient of variation. Coefficient of skewness. Kurtosis.</p> <p>Probability and Probability Distributions:</p> <p>Experiments and Events. Elementary Probability. Addition Rule for Mutually Exclusive Events. Multiplication Rule for independent events and dependent events. Random variables and probability distributions. Expected Value. Special probability distributions: Binomial. Poisson and Normal.</p> <p>Random Samples and their Statistics:</p> <p>Introduction to sampling concepts and techniques. Advantages and accuracy of sampling. Sampling. Distribution of Means: Mean and Standard Deviation. Central Limit Theorem.</p> <p>Estimating means and percentages. Interval estimates. Estimating the population mean. Determination of sample size.</p> <p>Recent developments and contemporary issues pertaining to the subject-matter of the course.</p>
Teaching Methodology	The course is delivered through lectures combination, seminars, audiovisual aids, videos, discussion, group and practical work.
Bibliography	Statistics - Donald Sanders – 6 th Edition – McGrawHill – ISBN 978-0072295474
Assessment	<p>Continuous Assessment and final exam evaluation system - The learner will be assessed through a blend of assessment methods that will typically include assignments, tests, and a final exam as follows:</p> <ul style="list-style-type: none"> • Attendance & Class Participation (20%) • Midterm / Assignments (20%) • Final Exam (60%)
Language	English