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CENTER FOR MANAGEMENT STUDIES

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UNDERGRADUATE PROGRAM COURSE DESCRIPTIONS

Discover in-depth information on the undergraduate programs offered at European University. Inside, you will find detailed course descriptions of the Bachelor programs.

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CORE COURSES

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— FIRST YEAR SEMESTER 1

CORE COURSES

BC0111 - 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, and purchasing and supply management. Students develop an understanding of the theory underlying key management principles such as planning, organizing, leading and controlling. Students are introduced to and use the case study method to critically examine business management in practice.

BC0112 - 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 dealing with marketing successes and failures to acquire the fundamentals of marketing management.

BC0113 - Writing Communication Skills (3CH/4ECTS)

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

BC0114 - Accounting I (3CH/4ECTS)

The course is an introduction to the basic theories and principles of accounting: the accounting cycle, the recording and reporting of accounting data, adjusting entries, closing entries, subsidiary ledgers and financial statements. Accounting for assets is covered in detail. The course also explores the use of the computer as it relates to the preparation of accounting information.

BC0115 - Micro Economics (3CH/4ECTS)

This course deals with the key principles of micro-economics that have critical, far-ranging applications in industry and other businesses, in government and in our everyday life. Students reflect on theories and insights into and 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 the perspective of an economist.

BC0116 - Elementary Calculus (2CH/3ECTS)

This course builds skills and proficiency in the understanding and application of areas of calculus that are relevant to students of managerial and business sciences. Students revisit the theory and practice of limits, continue with derivatives and explore applications and integration, including more than one variable, differential equations, series and optimization.

BC0117 - IT Software for Business (2CH/3ECTS)

Computer literacy, which is the ability to use computers in order to perform a variety of tasks, is fundamental to the learning process. Computer skills are an essential part of college learning and employment for the majority of individuals. This course helps students understand the working of computer hardware and software, and network systems. It focuses on the Microsoft Office suite of programs 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 degree course.

BC0118 - 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. This course focuses on understanding the relationship between local, global, social and ecological issues and the responsibility of the different groups and stakeholders in sustainability. Students examine the objectives and best sustainability practices of leading nonprofit and for-profit organizations. In addition, the course looks at “green” initiatives in business throughout the world. Topics include carbon and water markets; green buildings, design, and specifications and sustainable management systems.

Seminars/Industrial Visits (1CH/1ECTS)

CH – Credit Hours

ECTS – European Credit Transfer System

_FIRST YEAR SEMESTER 2

CORE COURSES

BC0121 - Ethics in Business (3CH/4ECTS)

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

BC0122 - Oral Communication Skills (3CH/4ECTS)

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

BC0123 - Accounting II (3CH/4ECTS)

Key accounting concepts and financial analysis 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 and measures used in financial statement analysis as well as the basic concepts of budgeting and cost accounting systems used in management accounting.

BC0124 - Macro Economics (3CH/4ECTS)

Macroeconomics studies the larger picture and, as such, some of the most important issues of our time and that affect every facet of 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.

BC0125 - 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 in business law through situational analysis. The differences between statutory law and common or case law are discussed. 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.

BC0126 - 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). In this way students learn to make business investment decisions in an objective manner. The course explores mathematical concepts and procedures required in financial management and analysis.

BC0127 - Applied Management Statistics (2CH/3ECTS)

This course provides students with hands on practice 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.

BC0128 - 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

_ SECOND YEAR SEMESTER 3

CORE COURSES

BC0211 - Strategic Marketing (3CH/4ECTS)

Strategic marketing is the process of creating satisfied customers through integrating all the business functions and through the continuous search for a sustainable competitive advantage. Students discuss the place of the marketing plan in the overall business plan. The course views the concept of strategic marketing from the customer and brand perspective and examines the concept of marketing strategy: targeting, achieving a sustainable competitive advantage and brand positioning.

BC0212 - Business Finance I (3CH/4ECTS)

This course introduces students to core financial areas and issues that provide a basis to prepare 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, planning for future financial investments, risk and return are explored through real life examples.

BC0213 - Human Resources Management (2CH/3ECTS)

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

BC0214 - Production Management (2CH/3ECTS)

This course covers production and operations management, focusing on productivity analysis that contributes to improving business orientations and creating a competitive edge. Inventory control systems, the planning of materials requirements and manufacturing resources and quality controls are key issues examined and discussed in this course.

BC0215 - Entrepreneurship & New Venture Creation (2CH/3ECTS)

This course explores the complexities of starting and developing a small new business. Students examine the management skills necessary to succeed as an independent business owner and how to assess personal strengths and weaknesses in order to form effective working 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.

BC0216 - 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 different systems to serve the information needs of organizations and to support the decision-making processes.

BC0217 - 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

BC0221 - Global Economics (3CH/4ECTS)

All economies, regardless of their size, depend to some extent on other economies and are affected by events outside their borders. In this course students examine the forces, process 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.

BC0222 - 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.

BC0223 - Social Media Marketing (2CH/3ECTS)

In the rapidly evolving 21st century, in the world of search engine marketing and viral marketing, social media plays a leading role. This course explores social media marketing tools, techniques and strategies and examines the best ways to use them to build valuable, lasting relationships with customers and other stakeholders. Students learn how to exploit social media to interact and engage with real and potential stakeholders and to improve online campaign performance. The course also examines how to integrate social media with other components of a marketing or communications campaign.

BC0224 - Financial Markets (2CH/3ECTS)

Financial institutions support people in their productive ventures and help them manage the economic risks they take on. It is important to understand the workings of these institutions if we are to predict their actions today and their evolution in the near future. This course strives to offer understanding of the strengths and imperfections of tools and institutions such as banking, insurance, securities, futures, bonds and other derivatives markets, in the recent past, now and in the near future.

BC0225 - 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 needs and the impacts that these processes have on the consumer and society. This course introduces students to the influence that consumer behavior has on marketing activities and vice versa. 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 usage of products and services.

BC0226 - Sales & Purchasing Management (2CH/3ECTS)

In this course 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 pressure on cost optimization and resource efficiency. The course focuses on Business to Business (B2B) relationships and all activities - case discussions and the application of theory to real-life situations - demand active participation and ideas exchange.

CH - Credit Hours

ECTS - European Credit Transfer System

– THIRD YEAR SEMESTER 5

CORE COURSES

BC0311 - 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, government, and business structures in our 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.

BC0312 - 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 and the balance sheet and they learn how to apply ratio analysis, as well as preparing financial projections from the balance sheets and income statements.

BC0313 - Negotiation (2CH/3ECTS)

The need for negotiation skills arises wherever joint decision-making is required and the aim of effective negotiation is to create optimum value in the deal making process. This course helps students build their negotiating skills, and develop an analytical understanding of negotiations and the management of conflicts so that they can become more effective problem solvers. Through role plays, simulations and observation students examine, critically evaluate and apply negotiation techniques and also learn to identify tricks and distracters used by counterparts.

BC0314 - Small Business Management (2CH/3 ECTS)

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

BC0315 - Corporate Finance (2CH/3 ECTS)

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.

BC0316 - Industrial Marketing (2CH/3 ECTS)

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

BC0321 - Strategic Management (3CH/4 ECTS)

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.

BC0322 - Budgeting & Control (3CH/4 ECTS)

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.

BC0323 - Organizational Communication (2CH/3 ECTS)

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 socialization 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.

BC0324 - Cases in Marketing (2CH/3 ECTS)

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 and create 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

BBA211 - Cross-Cultural Business Issues (2CH/3 ECTS)

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 (HR) management and other aspects concerning a company's internal environment, joint ventures and international expansion.

BBA212 - Knowledge Management (2CH/3 ECTS)

This course explores the importance of knowledge collection and selection, and the dissemination of information. Students are exposed to an overview of internal communication flows emphasizing the importance of the network model. Cases are used to examine how the incorporation of principal organizational stakeholders as key players takes place in effective knowledge management.

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

_SECOND YEAR SEMESTER 4

BBA221 - Marketing Research (2CH/3 ECTS)

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

BBA222 - Project Management (2CH/3 ECTS)

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.

BBA223 - Service Management (2CH/3 ECTS)

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

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

_THIRD YEAR SEMESTER 5

BBA311 - Business Logistics (2CH/3 ECTS)

This course introduces the student to logistics using a systemic approach. Students learn how logistics operations integrate information, materials and financial flows. Day-to-day operational situations are discussed and options and proposed, using case studies to facilitate the understanding of the importance of logistics in relation to competitiveness.

BBA312 - Decision Analysis (2CH/3 ECTS)

This course is an introduction to the essential analytical skills needed in the management 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 (DM), not merely as a specific 'point in time', but as a dynamic process with on-going consequences.

BBA313 - Change Management Today (2CH/3 ECTS)

Managing change and its attendant 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 complex 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. It is also important to examine the implications of change for the manager's own behavior and career path and to explore techniques for recognition and response to change opportunities and efforts.

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

CH – Credit Hours

ECTS – European Credit Transfer System

**_THIRD
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BBA – BACHELOR OF BUSINESS ADMINISTRATION

BBA321 - Cases in Finance (2CH/3 ECTS)

This course uses the case study method to give practical illustrations of financial problems concerning particular parts of an organization or the organization as a whole. Students learn to deal with a range of cases systematically, to identify the issues, decide the impact of the problem, produce and evaluate proposals and solutions, and make recommendations.

BBA322 - Leadership & Team Building (2CH/3 ECTS)

This course offers integrative knowledge and skills for the future manager in his or her role as a leader of a business organization in a global context. The manager must bring life to formal structures, create culture and motivate people. Students learn how effective leaders build teams they trust and believe in and examine how leaders are responsible for the effective design of the organization, how they lead as well as manage organizational change and how they connect their organizations to the interests of internal and external stakeholders.

BBA323 - Total Quality Management (2CH/3 ECTS)

The management of quality is a key issue for all organizations in all sectors. Students of management need to be aware of this fact and prepare themselves to deal with issues concerning quality every day of their future professional life. 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.

BBA324 - Retail Management & Merchandising (2CH/3 ECTS)

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, often driven by new technologies and globalization. Students discuss how to integrate conceptual and practical aspects associated to retailing and merchandising.

BBA325 - Portfolio Management (2CH/3 ECTS)

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 the environment of the financial markets. Students evaluate investment portfolios using different methods and compare them in order to obtain the optimal portfolio, with a maximum return and minimum risk.

Thesis Seminar (1CH/1ECTS)

Final Case: Marketing (3CH/3ECTS)

Final Case: Finance (3CH/3ECTS)

Thesis (6CH/6RCTS)

CH – Credit Hours

ECTS – European Credit Transfer System

BA – BACHELOR OF ARTS IN COMMUNICATION & PUBLIC RELATIONS

_SECOND YEAR SEMESTER 3

BAC211 - 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 public relations campaigns. Theoretical concepts are illustrated using cases taken from the corporate, governmental and non-profit sectors.

BAC212 - Interpersonal Communication (2CH/3ECTS)

Effective interpersonal communication is essential to build and maintain productive personal, social, intellectual and work 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

BAC221 - Public Relations Research (2CH/3ECTS)

This course studies the research tools available to support public relations objectives focusing on selecting and applying 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. Once the results of the survey research have been analyzed, the findings are communicated in a final report.

BAC222 - 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. A variety of different types of events are covered, but with a special emphasis on conference organization and management.

BAC223 - 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 desired end result. Business cases are used and critically examined to highlight successes and failures encountered by organizations. Students are encouraged to think strategically and creatively about a range of issues and objectives that can arise in an organization. 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

BAC311 - International Public Relations (2CH/3ECTS)

This course addresses public relations issues on an international scale. It examines the way organizations communicate on the world stage, and also the way 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.

BAC312 - Intercultural Communication (2CH/3ECTS)

This course combines theory, cases 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 are discussed to facilitate communication in the global environment.

BAC313 - Persuasion & Lobbying (2CH/3ECTS)

This course analyzes the theory and practice of persuasive aspects of communication and examines the effect that the range of media available may have on the delivery of the message. The choice of media is critical when dealing with persuasive messages and may also influence which techniques of persuasion are applied and how the message is structured. Practical oral and written examples will be 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

BAC321 - Cases in Public Relations (2CH/3ECTS)

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

BAC322 - Social, Company & State Protocol (2CH/3ECTS)

Protocol is of vital importance in today's business and social life as it lays down a framework of mutual respect covering 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 not only to face-to-face encounters, but also to written communications, telephone, e-mail and social media protocol. Rules may differ from country to country and it is important to understand their relationship with the underlying business culture.

BAC323 - Mass Media Ethics & Legislation (2CH/3ECTS)

This course provides the student with a clear and concise overview of the law governing mass communication. It is largely based on court decisions and the mass media has not escaped the flood of litigation. Broadcasters, cable and satellite television providers, newspapers, magazines, wire services, internet providers and advertising agencies frequently find themselves fighting legal battles. Moreover, working journalists and other mass communicators run foul of the law regularly, facing lawsuits and even jail sentences. To get 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.

BAC324 - 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 by dispelling misconceptions. The history of these new technologies is examined focusing on the way they have developed over time to reach a high level of impact on current business culture and on strategies for the future. Their influence stretches wider to take in not just business applications by also the social architecture which provides new tools for predicting future trends and for effective innovative communication.

BAC325 - Media Planning (2CH – 3ECTS)

A wide range of media is available to organizations in today's world. With so many options 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. New media, such as the Internet and its many applications, have changed the landscape, which continues to evolve. Students study the options available and use real case studies to determine which media to choose for which purposes 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

BAT211 - Cross-Cultural Business Issues (2CH/3 ECTS)
This course explores the complexities of business in culturally diverse circumstances. It specifically addresses how cultural diversity can lead to competitive advantage. It includes aspects concerning an organization's internal environment, joint ventures and international expansion. It examines issues such as diversity of gender, social class, ethnicity and language.

BAT212 - The Business of Tourism (2CH/3ECTS)
This course provides the student 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 assessed using case studies and class discussion.

Seminars/Industrial Visits (1CH/1ECTS)

_SECOND YEAR SEMESTER 4

BAT221 - Service Management (2CH/3ECTS)
The service industry occupies an ever-increasing role in our societies and in the world economy. This course explores the complexities of service management as an area of business. Emphasis is placed on the strategic issues involved in the service concept, positioning and human resource management as well as managing change, growth and brand image.

BAT222 - 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. A variety of different types of events are covered, but with a special emphasis on conference organization and management.

BAT223 - Cultural Heritage (2CH/3ECTS)
The course provides a 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

BAT311 - Tourism Marketing (2CH/3ECTS)
This course introduces students to the key issues of tourism marketing and covers the principles and practices of the industry related 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.

BAT312 - 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. The tourist industry worldwide needs public policies that promote ethics and sustainability as the basis for decision-making. 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.

BAT313 - Hospitality Management (2CH/3ECTS)
This course provides an introduction to the hospitality industry and examines the importance of people and service within the industry. Topics to be discussed include the different types of accommodation available, the restaurant and beverages section, recreation, 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

BAT321 - Cases in Tourism (2CH/3ECTS)

This course uses case studies to illustrate various issues related to the travel and tourism industry. Students analyze real life situations experienced by organizations and these experiences are used as a basis for class discussion and presentations.

BAT322 - 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 and the contents of the course reflect the changing nature of current affairs.

BAT323 - Financial Management in Tourism (2CH/3ECTS)

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

BAT324 - Quality Management (2CH/2ECTS)

The management of quality 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 the everyday processes of management.

BAT325 - 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 on leisure time and decisions. Issues such as September 11th, SARS, climate change, financial crises, etc. have had a significant impact on the industry, with the corresponding challenges for managers. The ultimate objective of leisure and recreation is the consumer's happiness and satisfaction, and so managers must be fully prepared to make decisions that can optimize value and benefit, 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)

BA – BACHELOR OF ARTS IN INTERNATIONAL RELATIONS

_SECOND YEAR SEMESTER 3

BAI211 - Cross-Cultural Business Issues (2CH/3 ECTS)
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, HR management and other aspects concerning a company's internal environment, joint ventures and international expansion.

BAI212 - 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. An overview of the international system provides an insight to the main players in the global agenda.

Seminars/Industrial Visits (1CH/1ECTS)

_SECOND YEAR SEMESTER 4

BAI221 - 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 a special emphasis on economic relationships. The course also includes a comparative analysis of the political systems of the main world powers.

BAI222 - 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 United Nations' system are also studied, as well as NATO and the Shanghai Cooperation Organisation (SCO).

BAI223 - 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, summitry and 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

BAI311 - Global Economic Geography (2CH/3ECTS)
This course examines the distribution of economic activity in the main regions of the world, with a focus on Asia. It also investigates the theoretical tools used to study how economic activity is distributed. Practical application of the tools and the knowledge acquired during the course prepare students for situations that they may encounter in real life situations. Other topics covered include international migrations, international economic institutions and maritime security.

BAI312 - 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.

BAI313 - Conflict Management (2CH/3ECTS)
The main objective of this course is to provide students with the tools for understanding and analyzing conflicts in international relations. The various steps in the conflict process are examined, from the bases to emergence, escalation, de-escalation and finalization. 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
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BA – BACHELOR OF ARTS IN INTERNATIONAL RELATIONS

BAI321 - Cases in International Relations (2CH/3ECTS)

This course uses a number of case studies of major importance 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 for presentation. The course complements other international relations courses, giving a practical approach to apply different theories as well as developing research and writing skills. A good knowledge of the geopolitical environment in which managers and organizations operate is essential for successful global management careers.

BAI322 - Social, Company & State Protocol (2CH/3ECTS)

Protocol is of vital importance in today's business and social life as it lays down a framework of mutual respect covering 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 not only to face-to-face encounters, but also to written communications, telephone, e-mail and social media protocol. Rules may differ from country to country and it is important to understand their relationship with the underlying business culture.

BAI323 - Development Studies (2CH/3ECTS)

This course addresses some of the major topics on 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 of the Asian countries in recent decades are used to illustrate real life situations and provide a critical understanding of the economic development process.

BAI324 - International Law (2CH/3ECTS)

Public international law forms the core of this course, supplemented by an introduction to conflict of laws and comparative law, to give an emphasis that is fully practical and relevant to contemporary businesses. 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 or applicable law. 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 situations that may arise.

BAI325 - International Peace & Security (2CH/3ECTS)

This course examines the concept of security from a broad perspective, including both conventional and asymmetric threats and 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 sector.

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

BAS211 - Sports Sociology (2CH/3ECTS)

Sport and societies are inextricably intertwined, to the extent that sport can be seen as a microcosm of the societies in which we live and operate. Using the 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 which sport and society interact, such as economics, politics, gender, religion, prejudice, and our need for competition and fitness. Throughout history, sport and society have developed together and the lessons from the past provide many ideas that can be projected into the future.

BAS212 - Public & Media Relations in Sport (2CH/3ECTS)

This course provides students with a broad overview and understanding of the basic practices and real-life applications of public and media relations. The tasks, roles and responsibilities of the PR professional are examined and, in particular, how they are applied in the sports industry. The media play an important role in linking sports with their audience and, therefore, communication is a fundamental part of the success of the industry.

Seminars/Industrial Visits (1CH/1ECTS)

_SECOND YEAR SEMESTER 4

BAS212 - Sports Psychology (2CH/3ECTS)

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

BAS222 - Event Management (2CH/3ECTS)

This course provides students with an understanding of the complexity involved in 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 group and class discussion.

BAS223 - Sports Broadcasting (2CH/3ECTS)

This course provides students with a broad overview and understanding of the basic practices and real-life applications of sports reporters, as well as the routines and techniques used by sportscasters. On completing this course, students will understand how to prepare and produce various sports news genres, such as interviews, reports, chronicles, etc., in all kind of media – print, radio, TV and online. Students also learn the fundamentals of broadcast journalism.

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

_THIRD YEAR SEMESTER 5

BAS311 - 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 emphasises basic nutritional concepts, energy expenditure during resistance and endurance exercise, diet during training, the timing and composition of pre- and post-competition meals, the use of nutrient and ergogenic/ergolytic 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 optimise their nutrition for an active, healthy lifestyle.

BAS312 - 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 knowledge and perspective of the world of sports marketing in general.

BAS313 - 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

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BA – BACHELOR OF ARTS IN SPORTS MANAGEMENT

BAS321 - Cases in Sports Management (2CH/3ECTS)

This course uses the case study method to give practical illustrations of issues that arise in various areas of sports management, within particular parts of an organization or the organization as a whole. Students learn to deal with a range of cases systematically, to identify the issues, decide the impact of the problem, produce and evaluate proposals and solutions and make recommendations.

BAS322 - Sponsoring & Sports Communications (2CH/3ECTS)

This course introduces the principles of Sports Sponsorship, which has become an increasingly important element in the sports industry. A practical approach is applied to examine critically the various management issues, including planning, process, sales strategy, activation and evaluation.

BAS323 - 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, giving access to organizers and sports hospitality providers for real-life experiences of the world of sport.

BAS324 - Sports Career Development (2CH/3ECTS)

This course explores the concepts of professional preparation, professional attitude and professional development as the three important elements of success. The sports industry offers a wide range of career opportunities ranging from athletes to managers, coaches, marketers and media. Preparing students to apply the three key elements provides a solid base for future careers.

BAS325 - Sports Facility Planning & Management (2CH/3ECTS)

The practice of sport requires the provision of a wide range of facilities. Both public and private sector funds are invested for the benefit of all the stakeholders within the community. The decision-making process of what type of facility aimed at which target groups must be backed by needs 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 the community or for special events, with short-term duration, but a lasting impact.

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

BSF211 - Ethics in the Financial World (2CH/3ECTS)
This course introduces students to important aspects of ethics in the corporate world and, in particular, in relation to stakeholders. Ethics are studied through the lens of various business disciplines and consideration is given to the impact of organizational culture on ethical practices. The course explores ethics as a social responsibility, how ethics evolve as business becomes more international and how the free market and organizational ethics can co-exist.

BSF212 - 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

BSF221 - 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 when addressed to instruments and corporations in the field of financial services.

BSF222 - Bank & Treasury Management (2CH/3ECTS)
The course introduces students to the principles of bank management and provides them with a general overview of the banking system, instruments and institutions, as well as the role of banks in the economy. The course assumes 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.

BSF223 - Cash & Credit Management (2CH/3ECTS)
This course deals with the two separate concepts of 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 customers who are not a good credit risk.

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

_THIRD YEAR SEMESTER 5

BSF311 - Managerial Accounting (2CH/3ECTS)
The course is an introduction to the corporate world and its internal accounting practices. Students learn the language and concepts used to convey financial information about a business enterprise, from the point of view of the business manager. The major accounting concepts and procedures needed for managerial decision making are explored.

BSF312 - Insurance & Pension Commitments (2CH/3ECTS)
This course explores the options of strategic planning in order to maximize the net worth of the investor at retirement age. It is important to prepare in advance in order to create the right conditions. 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.

BSF313 - 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 analysis is to predict a value that the investor can compare with the security's current prices and thereby aid decision-making in relation to the security.

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

CH – Credit Hours
ECTS – European Credit Transfer System

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BS – BACHELOR OF SCIENCE IN BUSINESS FINANCE

BSF321 - Cases in Finance (2CH/3ECTS)

The course uses a series of case studies to analyze practical illustrations of financial problems relating to corporate finance and wealth management.

BSF322 - Financial Derivatives (2CH/3ECTS)

This course will introduce students to the concepts, principles and provide a basic understanding of derivative-related financial instruments, such as Forwards, Futures, Swaps and Options, and their uses in investment and corporate financial management.

BSF323 - International Financial Management (2CH/3ECTS)

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

BSF324 - Tax Management (2CH/3ECTS)

The course is an introduction to the basic concepts of taxation starting with the definition of tax terminology needed to interpret and understand the most important tax regulations. 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 relevant issues such as transfer pricing and tax treaties.

BSF325 - 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 comparing 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



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