



**The Open  
University**

## **STUDENT HANDBOOK**

**BSc (Hons) in Business Administration (Entrepreneurship Management)**

**2024-2025**

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## **1. Welcome to the Programme**

### **1.1 Message from the Dean**

Upholding the American College of Greece tradition of providing a student-oriented educational experience, Deree School of Business and Economics delivers academic programmes that are based on quality instruction and pedagogic best practice. Blending critical enquiry with practical insight, Business and Economics curricula equip students with analytical and practical skills that are essential in today's globalized market place and, at the same time, provide excellent preparation to students who wish to pursue graduate studies in economics and business-related fields. Rigorous external review through NECHE accreditation, along with validation by the Open University UK, safeguard the quality and warrant the international relevance of our programmes.

Business and Economics programmes are delivered by friendly and accessible academic staff, who combine scholarly expertise with industry experience. The academic staff is motivated by the talented and increasingly diverse student population of the College. Together they contribute to the creation of a vibrant academic environment at Deree, helping the School of Business and Economics rise to the next level of excellence.

In the School of Business and Economics you will be offered instruction and experiences that will enable you to develop essential skills to pursue a meaningful career and contribute to business and society. You will be equipped with knowledge grounded on liberal education, economics, business foundations and functions, as well as sound specialization components. This handbook provides detailed information on the curricular structure of and the opportunities provided by the programme you have chosen.

Welcome to Deree–The American College of Greece and to the School of Business and Economics.

Dimitris Doulos, PhD

Senior Associate Dean of the School of Business and Economics

### **1.2 Message from the Department Chair and Programme Coordinator**

Welcome to the Entrepreneurship Management programme of the School of Business and Economics, one of the most attractive undergraduate destinations at Deree.

The Entrepreneurship Management programme is designed to provide students a strong foundation and in-depth understanding required for a successful career as nascent entrepreneurs or business leaders in innovation-led companies operating in increasingly competitive and globalized business environments.

The theoretical, practical and experiential components of the Entrepreneurship Management programme help graduates function comfortably and effectively in any business setting internationally and/or pursue postgraduate studies in related fields. Through their studies in this major, students develop the leadership, business and innovation skills required for entrepreneurial success and business evolution. Although many graduates may wish to start, run or grow a company, others may pursue any other management or consulting career path in related business fields. Graduates in entrepreneurship management are well placed to enter a variety of jobs in all industries and across all business functions, as every company needs professionals who can juggle multiple responsibilities, assume risk and embrace innovation and change. As all Deree graduates, Entrepreneurship Management graduates are held in high regard and are much sought after by multinational, regional, and high-profile Greek companies.

The Entrepreneurship Management programme attracts many students from different countries, who enrich the cultural and academic distinctiveness of our programme through their diverse social backgrounds and experiences.

The Entrepreneurship Management faculty have strong academic credentials, they are research-active and they bring to the classroom their expertise, as well as their extensive networks in the industry. You will find interaction with them very enriching and inspiring.

As you begin your Entrepreneurship Management studies, we want to encourage you to become engaged in College life, participate in curricular and extra-curricular activities that will enrich your College experience, and seize the opportunities for your personal and professional development that our College offers inside and outside of the classroom.

A bright future awaits you, enjoy the journey of learning and don't hesitate to reach out to us if you need help. We are here to support you!

Emmanuel (Manos) Varouchas, PhD  
Associate Professor and Department Chair of Management

Katerina Voutsina, PhD  
Programme Coordinator, Entrepreneurship Management

### 1.3 Deree-The American College of Greece

The American College of Greece (ACG) is a US non-profit institution. The educational system at Deree-ACG is based upon that of American institutions of higher learning. The school provides its students with a quality education of a standard equivalent to that of the most respected colleges and universities in the United States by virtue of the College's accreditation by NECHE, the oldest accrediting body in the United States. In 2010, Deree-ACG entered into a partnership with The Open University of the U.K., the largest university in Europe, for the purpose of program validation. All undergraduate programs offered at Deree-ACG are validated by The Open University, UK ([www.open.ac.uk/validate](http://www.open.ac.uk/validate)). Through these accreditation and validation relationships, Deree-ACG students undertake studies leading to the award of two degrees: a US Bachelor's degree, reflecting institutional accreditation by NECHE, and a UK Honour's Bachelor's Award validated by The Open University. All degree seeking students entering Deree-The American College of Greece (Deree-ACG) will be required to register for both the US, NECHE accredited bachelor's degree, and the European – UK award validated by the Open University. The following may be exempted from this rule: a) students pursuing parallel studies at Greek public universities. b) Transfer students who have transferred 92 US credits or above applicable to their program. c) Readmitted students who have interrupted their studies before 2010 will have the option of pursuing only a Deree US degree. Students who wish to be considered for these exemptions must petition the Committee on Academic Standards and Policies (CASP) through the Student Success Center during the first month after their initial registration at Deree.

**1.4 Academic Calendar** <http://www.acg.edu/academics/college-calendars>

### 1.5 Key Contacts

- American College of Greece: +30 210 600 9800
- Department Chair: Manos Varouhas; e-mail: [evarouhas@acg.edu](mailto:evarouhas@acg.edu); telephone: 210-600-9800, extension 1141; room: AC005 (Deree Main Building).
- Programme Coordinator: Katerina Voutsina; e-mail: [kvoutsina@acg.edu](mailto:kvoutsina@acg.edu); telephone: 210-600-9800, extension 1621; room: 704
- SBE Dean's Office: [sbe@acg.edu](mailto:sbe@acg.edu) ext. 1108, 1150, 1008
- Academic Advising Office: [dc.adv@acg.edu](mailto:dc.adv@acg.edu) ext. 1431
- Student Success Centre: [ssc@acg.edu](mailto:ssc@acg.edu) ext.1326, 1333
- Registrar's Office: [registrar@acg.edu](mailto:registrar@acg.edu) ext. 1331, 1328, 1449, 1445
- Validation Office: [validation@acg.edu](mailto:validation@acg.edu) ext. 1428
- Student Affairs: [studentaffairs@acg.edu](mailto:studentaffairs@acg.edu) ext. 1197, 1442
- Student Government: [dc.sgorg@acg.edu](mailto:dc.sgorg@acg.edu) ext.1373
- Library helpdesk: [libraryreference@acg.edu](mailto:libraryreference@acg.edu) ext. 1434, 1267
- SASS: [sass@acg.edu](mailto:sass@acg.edu) ext.1273, 1276
- Study Abroad Office: [studyabroadoffice@acg.edu](mailto:studyabroadoffice@acg.edu) ext. 1029, 1412
- Career Office: [career@acg.edu](mailto:career@acg.edu) ext. 1313, 1316
- Educational Psychologist: Dr. Natassa Triga, [atriga@acg.edu](mailto:atriga@acg.edu) ext. 1167
- College Nurse: Kamilioti Maria Kyriaki, [mkamilioti@acg.edu](mailto:mkamilioti@acg.edu) ext. 1500

### 1.5 Keeping in Touch

Academic and administrative staff at ACG use your student email address to contact you. It is important that you check this account regularly. You can forward emails from your student email address to a preferred personal email address. However, spam filters needed by the College mean that emails sent from external email addresses may be delayed, blocked or

deleted. It is, therefore, important that your student email address is the only email address that you use to contact College staff. We will inform you of cancelled classes / activities / course notices as soon as possible. This will be via Blackboard, an email to your student email address or, if urgent, via the mobile phone number on our contact records. Please make sure that you inform the Registrar's Office whenever you change your address and contact details. This will ensure we can always contact you in an emergency, and that you receive any important College communications that we may need to send you.

## **2. Studying on this Programme**

### **2.1 Programme Philosophy and Mission**

#### **Mission – Department of Management**

In congruence with the mission of the College, the mission of the Department of Management is to provide our students with an academically challenging and stimulating environment which will form the foundations for life-long learning; to help develop in our students the skills, knowledge, competencies, values and character to perform successfully, ethically and responsibly in the various roles they may occupy throughout their careers; to provide the academic staff with an intellectually stimulating and professionally rewarding environment which fosters effective teaching, research and development; and, to provide the organizations that employ our students and graduates, and society at large, with forward thinking, professional and community service oriented employees and citizens.

#### **Entrepreneurship Management Programme**

The Entrepreneurship Management pathway of the Business Administration award aims at developing well-rounded, ethically responsible professionals who will be equipped with in-depth knowledge of the contemporary business environment and the creation/management of firms operating internationally, as well as the professional and personal competences required to succeed professionally and make a positive contribution to society at large.

Specifically, the Entrepreneurship Management programme aims to:

1. Demonstrate in-depth knowledge and understanding of businesses, their management and the challenges of innovation and growth in contemporary globalized business environments.
2. Develop personal and professional competences and skills required to start their own business venture or pursue a managerial career in start-ups, fast-growing companies, or innovation-led organizations.
3. Pursue postgraduate education in business and other related fields.
4. Have an in-depth understanding of ethical issues related to theory and practice of entrepreneurship management so that they become informed citizens and responsible professionals.
5. Use skills of reflection and learning in their everyday lives.

### **2.2 Programme Outcomes by Level**

In Level 4, students complete modules in each of the main business functions, which provide knowledge of the basic concepts of general management and entrepreneurship including knowledge of the contemporary business environment. They will also have knowledge of microeconomics, macroeconomics, applied statistics and legal issues in business, which is necessary foundational knowledge for entrepreneurs and business managers.

In Level 5, students complete modules that provide detailed knowledge of theories, models, tools, and practices of management, finance and accounting, and continue their specialization in entrepreneurship studies. They also acquire foundational knowledge in business ethics and they develop research skills and competence.

In Level 6, students gain in-depth knowledge of entrepreneurship theory and practice through three specialized modules, as well as two optional modules. They also complete knowledge of business functions with one module in operations management and one in strategic management. In the capstone project module, they integrate prior knowledge acquired throughout the programme by conducting research on a topic related to entrepreneurship management including small-scale field research.

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Specifically:

Upon successful completion of Level 4, students should be able to:

- Demonstrate knowledge and understanding of the external business environment.
- Demonstrate knowledge and understanding of business functions.
- Demonstrate knowledge and understanding of entrepreneurship management as a distinct area of economic activity.

Upon successful completion of Level 5, students should be able to:

- Analyse business concepts, functions and processes and relate them to entrepreneurship management.
- Demonstrate ability to apply quantitative and qualitative research and analysis in dealing with business situations.
- Analyse ethical issues in business.
- Make use of knowledge, skills and tools in making decisions across a broad range of issues related to entrepreneurship management.

Upon successful completion of Level 6, students should be able to:

- Make use of knowledge, skills and tools in making decisions across a broad range of issues related to entrepreneurship management.
- Integrate and evaluate theoretical concepts and paradigms with particular reference to entrepreneurship management.
- Evaluate information from a variety of sources in and related to entrepreneurship management, assess its relevance and application to practical problems and formulate, recommend and implement solutions under diverse circumstances.
- Design and carry out research related to entrepreneurship management.



## 2.3 Programme Structure

Entrepreneurship Management			
Year 1 – Level 4			
Fall	Credits	Spring	Credits
AF 2007 Financial Accounting	15	EC 1101 Principles of Macroeconomics	15
BU 2003 Business Legal Issues	15	MA 2021 Applied Statistics	15
EC 1000 Principles of Microeconomics	15	MG 2062 Introduction to Entrepreneurship Management	15
MG 2003 Management Principles	15	MK 2030 Introduction to Marketing	15
Year 2 – Level 5			
Fall	Credits	Spring	Credits
AF 3116 Management Accounting	15	CS 3051 Business Driven Technology	15
BU 3233 Business Research Methods	15	FN 3105 Financial Management	15
MG 3034 Managing People and Organizations	15	MG 3033 New Ventures Creation	15
MG 3019 Corporate Entrepreneurship and Innovation	15	PH 3005 Business Ethics	15
Year 3 – Level 6			
Fall	Credits	Spring	Credits
MG 4343 Operations Management	15	MG 4415 Strategic Management	15
MG 4173 Entrepreneurial Finance	15	MG 4586 Capstone Project in Entrepreneurship Management	15
MG 4155 Entrepreneurship Theory	15	MG 4188 Digital Marketing for Entrepreneurship	15
<b>One of the following:</b> IB 4232 Foreign Direct Investment and MNEs IB 4235 Export Strategy and Management MG 4156 Enterprise Growth	15	<b>One of the following:</b> CS 4267 Applied Business Analytics IB 4031 Business in Emerging Markets LM 4242 Supply Chain Management MG 4023 Business Negotiation MG 4091 Managing SMEs MG 4028 Corporate Social Responsibility MG 4057 Project Management MG 4121 Leadership MG 4129 The Decision-Making Process: A Qualitative Approach MG 4131 Strategic Human Resource Management	15
<b>Total UK credits: 360</b>			

## 2.4 Academic Staff – Management (Entrepreneurship Management Programme)

**Antonios Klidas, Ph.D.:** BSc., Athens University of Economics and Business; MSc., University of Surrey; Ph.D., Tilburg University – Associate Professor

[a.klidas@acg.edu](mailto:a.klidas@acg.edu)

+30 210 6009800 ext. 1361 / Room: 408 DC

Office hours are subject to change and are posted each academic period on blackboard.

Dr. Klidas lectures in international business and global business management.

Areas of Interest:

International business, tourism management, team-based pedagogies, sponsorship.

**Katerina Voutsina, Ph.D.:** BSc. and MSc., Athens University of Economics and Business; Ph.D., London School of Economics and Political Science, UK – Assistant Professor and Coordinator of Entrepreneurship Management Programme

[kvoutsina@acg.edu](mailto:kvoutsina@acg.edu)

+30 210 6009800 ext. 1621 / Room: 704 DC

Office hours are subject to change and are posted each academic period on blackboard.

Dr. Voutsina lectures in Corporate Entrepreneurship and Innovation, Entrepreneurship Theory, New Ventures Creation and Introduction to Entrepreneurship Management.

Areas of Interest:

Entrepreneurial cognition, nascent entrepreneurship, new forms of organizing, and socio-technical innovation.

**George Kokosalakis, Sc.D.:** Dipl Eng, National Technical University of Athens; MSc and Sc.D., Massachusetts Institute of Technology – Assistant Professor and Executive Director, Center of Excellence in Logistics, Shipping & Transportation, ACG-150.

[gkokosalakis@acg.edu](mailto:gkokosalakis@acg.edu)

+30 210 6009800 ext. 1623. / Room 704 DC

Office hours are subject to change and are posted each academic period on Blackboard.

Dr Kokosalakis lectures in New Ventures Creation.

Areas of interest:

Interdisciplinary research on Entrepreneurship, Management, Operational Efficiency, Energy Conservation, and Environmental Pollution Minimization.

**Maria Psimouli, Ph.D.:** BSc., University of Piraeus; MSc., Athens University of Economics and Business; Ph.D. Athens University of Economics and Business – Adjunct Professor, Management Department

[mpsimouli@acg.edu](mailto:mpsimouli@acg.edu)

+30 210 6009800 ext. 1367 / Room: 411 DC

Office hours are subject to change and are posted each academic period on Blackboard.

Dr. Psimouli lectures in enterprise growth, export strategy and management, and introduction to entrepreneurship.

Areas of Interest:

Business growth, exports management entrepreneurship for small and medium companies.

**Eleni Patra, Ph.D.:** BSc., Aristotle University of Thessaloniki; Rutgers, The State University of New Jersey; PhD, The University of the Aegean; Associate Professor, Management Department

[epatra@acg.edu](mailto:epatra@acg.edu)

+30 210 6009800 ext. 1367/ Room: 414 DC

Office hours are subject to change and are posted each academic period on Blackboard.

Dr. Patra lectures in Managing Small Business Enterprises.

Areas of Interest:

Mediation and arbitration, family business, small and medium businesses.

**Maria Pallidou:** BSc., Deree – The American College of Greece; MBA, McGill; Adjunct Professor, Management Department

[mpallidou@acg.edu](mailto:mpallidou@acg.edu)

+30 210 6009800 ext. 1625 / Room: 705 DC

Office hours are subject to change and are posted each academic period on Blackboard.

Prof. Pallidou lectures in Entrepreneurial Finance, Corporate Entrepreneurship and Innovation and New Ventures Creation.

Areas of Interest:

Entrepreneurial finance, corporate finance, start-up ecosystem, change management.

**Ioanna Mitropoulou:** BSc., Deree – The American College of Greece; MBA, Strathclyde University; Associate Professor, Management Department

[imitropoulou@acg.edu](mailto:imitropoulou@acg.edu)

+30 210 6009800 ext.1479 / Room: 410 DC

Office hours are subject to change and are posted each academic period on Blackboard.

Prof. Mitropoulou lectures in Digital marketing for Entrepreneurs.

Areas of Interest:

Digital marketing and social media, consumer shopping behavior, business ethics, corporate responsibility.

## **2.5 Description of Modules – Compulsory and Option Modules**

### **AF 2007 FINANCIAL ACCOUNTING – LEVEL 4**

Introduction to principles, concepts and procedures of the financial accounting cycle of services and merchandising businesses. Preparation and interpretation of financial statements as a source of financial information required in a business context.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/1/3

COMPULSORY

### **AF 3116 MANAGEMENT ACCOUNTING – LEVEL 5**

Generation and preparation of information provided to decision-makers for optimal planning and control of an organization's routine operations and long-range organizational goals. Focus on the use of accounting information in cost accumulation, profitability analysis, planning and decision making in business organizations.

Prerequisites: AF 2007

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

### **BU 2003 BUSINESS LEGAL ISSUES – LEVEL 4**

Introduction to basic concepts and principles of company law, intellectual property law, contract law, tort law and employment law, and overview of selected emerging legal issues.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

### **BU 3233 BUSINESS RESEARCH METHODS – LEVEL 5**

The Business Research process, the Research Report and the Proposal. The Research problem, the Literature Review and Research Questions. Research Design and Methodology. Data Collection methods. Quantitative and Qualitative Data Analysis.

Prerequisites: MA 2021 or Equivalent

UK CREDITS: 15

US CREDITS: 3/1/3

COMPULSORY

### **CS 3051 BUSINESS DRIVEN TECHNOLOGY – LEVEL 5**

Theories and practices on the role and use of information systems and technology in transforming organizations through streamlining business operations and optimizing business processes. Effective decision-making in implementing sustainable business/IS solutions.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/1/3

COMPULSORY

**CS 4267 APPLIED BUSINESS ANALYTICS – LEVEL 6**

Data exploitation for decision making purposes: Data Management for Decision Support, Business Intelligence, Business Analytics, Data Mining/Machine Learning, Reporting, Forecasting.

Prerequisites: CS 1070 or ITC 1070, CS 2179 or CS 3051

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

**EC 1000 PRINCIPLES OF MICROECONOMICS – LEVEL 4**

Introduction to economics and the economy. Product markets, elasticity, and consumer theory. Costs, production and the theory of the firm. Pricing and output determination in various market structures.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**EC 1101 PRINCIPLES OF MACROECONOMICS – LEVEL 4**

National income accounting, economic growth, taxation, business cycles, unemployment, inflation, deficit and debt. Aggregate expenditures and the Aggregate Supply/Aggregate Demand model. Countercyclical fiscal and monetary policy. The banking system and the money supply.

Prerequisites: EC 1000

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**FN 3105 FINANCIAL MANAGEMENT – LEVEL 5**

The course provides the basic knowledge and skills required to examine the role of financial management within companies, the nature of financial decisions companies make, the implementation of investment appraisal techniques, and the importance of capital structure and its implications for the company.

Prerequisite: AF 2007

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**IB 4031 BUSINESS IN EMERGING MARKETS – LEVEL 6**

Identification and examination of key emerging markets. Focus on business opportunities inherent in them and their role in the world economy and world trade. Detailed insight into the operating environment of emerging markets.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

**IB 4232 FOREIGN DIRECT INVESTMENT AND MULTINATIONAL ENTERPRISES - LEVEL 6**

Theories, definitions, issues, magnitude, and the geography of Foreign Direct Investment (FDI) in developed, developing and emerging markets. Organization and structure of the contemporary MNE, strategic cross-border mergers and acquisitions, and implications of MNEs for national competitiveness.

Prerequisites: IB 2006 or MG 2003 or equivalent, IB 3121 or MG 3033 or equivalent

UK CREDITS: 15

US CR: 3/0/3

OPTION

**IB 4235 EXPORT STRATEGY AND MANAGEMENT – LEVEL 6**

Developing export strategy and managing exports in a global environment. Market evaluation and selection; development of an export plan for market entry. Problems and pitfalls in export management.

Prerequisites: IB 2006 or MG 2003 or equivalent, IB 3121 or MG 3033 or equivalent

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

**LM 4242 SUPPLY CHAIN MANAGEMENT – LEVEL 6**

Design and management of complex supply chain systems. A systems approach to the management of the activities involved in physically moving raw materials, in-process and finished-goods inventories from point of origin to point of use or consumption. Emerging information technologies.

Prerequisites: MA 1008, MA 2021

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

**MA 2021 APPLIED STATISTICS – LEVEL 4**

A comprehensive introduction of statistics for business and economics. Descriptive and inferential statistics, regression analysis and analysis of variance (ANOVA).

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/1/3

COMPULSORY

**MG 2003 MANAGEMENT PRINCIPLES – LEVEL 4**

Nature, functions and responsibilities in the management of organizations. History of management thought, theories, concepts and practices. The managerial functions of planning and decision making, organizing, leading and controlling.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**MG 2062 INTRODUCTION TO ENTREPRENEURSHIP MANAGEMENT – LEVEL 4**

The significance of entrepreneurship to an economy. Theory and practice of entrepreneurship in start-ups and in established organizations. Entrepreneurial behaviors and challenges.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**MG 3019 CORPORATE ENTREPRENEURSHIP AND INNOVATION – LEVEL 5**

Managing innovation in start-ups and in existing organizations. Skills for introducing, analyzing, and managing the offering of break-through products and services. Practical application of innovation inside corporations.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**MG 3033 NEW VENTURES CREATION – LEVEL 5**

New venture formation and entrepreneurship. Contemporary methods and best practices for the entrepreneur to plan, launch, and operate a new venture. Creation of a business plan.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

#### **MG 4023 BUSINESS NEGOTIATION – LEVEL 6**

The negotiation process, negotiation and management, and the concepts of power and influence at work and in other settings. Business agreements, corporate diplomacy, inter-state and international agreements, and the dynamics of bargaining in national and international contexts.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

#### **MG 4028 CORPORATE SOCIAL RESPONSIBILITY – LEVEL 6**

Total systems approach to integrating factors related to the workplace, human rights, the community, the environment and the marketplace into core business strategies. Examination of the economic, environmental and social dimensions necessary for sustainable business success.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

#### **MG 3034 MANAGING PEOPLE AND ORGANIZATIONS – LEVEL 5**

Major theories of organizational behavior and the emergence of strategic human resource management as a mechanism for managing people at work. Implications for managers in enacting work and people management activities.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

#### **MG 4057 PROJECT MANAGEMENT – LEVEL 6**

Project management as an interdisciplinary and cross-functional activity in an organization. Emphasis on the relationship of projects to the management of change and to the approaches and roles required to achieve successful project implementation.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

#### **MG 4091 MANAGING SMEs – LEVEL 6**

Key elements of small and medium enterprises (SMEs) and their unique character in comparison to larger organizations. The strategic position of SMEs in a national and international context. Realities and challenges of managing SMEs. The family business, its creation and evolution.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

**MG 4121 LEADERSHIP – LEVEL 6**

Major theories and research findings in leadership. Application of theories and concepts to develop critical thinking and leadership skills. The dynamics of leadership. Topics include motivating and influencing people; power, politics and negotiation; teambuilding; managing conflict, leading decision groups; transformational, strategic leadership and change.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

**MG 4129 DECISION MAKING: A QUALITATIVE APPROACH – LEVEL 6**

Rational decision making, in a multi-disciplinary context and in an uncertain, complex environment. The role of decision making in management. Foundations of managerial and strategic decision-making. Interdisciplinary aspects of managerial decision-making. Implementing strategic decisions. Gap analysis and the use of scenarios.

Prerequisites: MG 2003 or MG 3034

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

**MG 4131 STRATEGIC HUMAN RESOURCE MANAGEMENT – LEVEL 6**

Strategic management of people to enhance the organization's effectiveness. Human resource management theories, capturing strategic, institutional, contextual, critical, and sustainability perspectives. Students deepen their knowledge on HRM strategy and develop a related case study based on primary and secondary research.

Prerequisites: MG 2003 Management Principles

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

**MG 4173 ENTREPRENEURIAL FINANCE – LEVEL 6**

This course provides a rigorous and systematic study of theories and tools necessary for entrepreneurs to start build and harvest a successful venture. The course focuses on the understanding of financial planning specifics for new and small- scale businesses and the qualities required to obtain financing by primarily private investors.

Prerequisites: MG 3033

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**MG 4155 ENTREPRENEURSHIP THEORY – LEVEL 6**

Theoretical analysis of entrepreneurship, utilizing a multidisciplinary approach to examine enterprise creation and the entrepreneur. Emphasis on economic, sociological, psychological, and political theories of entrepreneurship.

Prerequisites: MG 3019

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**MG 4156 ENTERPRISE GROWTH – LEVEL 6**

Analysis and evaluation of growth opportunities, growth strategies, and the role of innovation inside organizations. Management of growth and challenges that entrepreneurs need to face. Discussion of growth under the prism of a human-centered approach.

Prerequisites: MG 2003 or MG 3034

UK CREDITS: 15

US CREDITS: 3/0/3

OPTION

**MG 4188 DIGITAL MARKETING FOR ENTREPRENEURSHIP – LEVEL 6**

The role of digital marketing in entrepreneurial success; how entrepreneurs can take advantage of digital platforms (internet, social media, mobile) to advance their business to investors and customers.

Prerequisites: MG 2030

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**MG 4343 OPERATIONS MANAGEMENT – LEVEL 6**

Key elements of operations management as they apply to the production of goods and services offered by manufacturing or service organizations. Topics include nature and context of operations management, product design and process selection design of facilities and jobs, managing the supply chain, and revising the system.

Prerequisites: MA 1008, MA 2105, MG 2003 or MG 3034

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**MG 4415 STRATEGIC MANAGEMENT – LEVEL 6**

Sources of competitive advantage, competitive advantage, superior performance. Steps of strategic planning process, analysis of external environment, analysis of internal environment, business-level strategies, corporate-level strategies, corporate governance, business ethics.

Prerequisites: AF 2007, EC 1000, FN 2128 or FN 3105, MG 2003 or MG 3034 (90 credits requirement)

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**MG 4586 CAPSTONE PROJECT IN ENTREPRENEURSHIP MANAGEMENT – LEVEL 6**

Research on contemporary topics in entrepreneurship management which includes a field research component.

Prerequisites: BU 3233, MA 2021, MG 2062, MG 3019, MG 4155 (Students must have at least 90 earned US credits before taking this course)

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**MK 2030 INTRODUCTION TO MARKETING – LEVEL 4**

This course provides an understanding of basic marketing concepts, as they are used in different individual organizations. Marketing mix, segmentation, targeting, positioning, principles of consumer behavior, marketing research.

Prerequisites: NONE

UK CREDITS: 15

US CREDITS: 3/0/3

COMPULSORY

**PH 3005 BUSINESS ETHICS – LEVEL 5**

Introduction to major theories and basic moral problems in the domain of business. The use of reasoning in moral assessment of business practices. Application of moral theories to specific cases of corporate conduct ranging from the individual to society in general, in the local and the international context.

Prerequisites: NONE



UK CREDITS: 15  
US CREDITS: 3/0/3  
COMPULSORY

## **2.6 Programme Resources**

### **Library Resources**

Your department liaises with JS Bailey Library staff to ensure physical and electronic information resources for your subject are available. Library staff are available to support you personally and will work with you throughout your time at the College. If you have any questions about using the Library, such as logging-in, printing or using our various databases you can get help:

- from the front desk on the ground floor of the JS Bailey Library
- online: <http://library.acg.edu/help>
- by phone: +30 210 600 9800 ext. 1434

The JS Bailey Library's website [library.acg.edu](http://library.acg.edu) provides access to thousands of resources and information about Library services. You can also access key services via your smart phone or tablet.

### **Multimedia resources**

- Microsoft Office: 750 licenses currently in operation. Licenses are per machine and are renewed every 5 years.
- SPSS: 100 licenses currently in operation. Licenses are concurrent and are renewed annually.
- E-VIEWS: 20 licenses currently in operation. Licenses are per machine and are renewed annually.
- STATA: 25 licenses. Licenses are concurrent and are renewed annually.
- MATLAB: 30 licenses. Licenses are concurrent and are renewed annually.
- NVIVO: 20 licenses. Licenses are per machine and are renewed annually.
- QUALTRICS: The institutional license is renewed annually.
- REFINITIV THOMSON REUTERS EIKON DATASTREAM: 15 licenses. Licenses are concurrent and are renewed annually.
- BLOOMBERG: 12 licenses. Licenses are concurrent and are renewed annually.
- Blackboard platform: The institutional license is renewed annually.
- Turnitin Plagiarism Detection software: The institutional license is renewed annually.
- Premiere editing suite: installed on lab computers for teaching and student use.

### **External Examiner**

The External Examiner assures that you are assessed fairly in relation to other students on the same programme and that your award is of the same standard as similar programmes offered by other UK higher education institutions. The Chief External Examiner for this programme is Dr. Elizabeth Alexander, Newcastle University, UK.

### **Work-Related Activities**

While you may gather a great deal of information in your courses, there is no substitute for direct experience in a professional environment. Work-related activities allow you to get “hands-on” experience and, therefore, constitute a pertinent learning tool.

The internship option in your programme provides opportunities for the development of practical skills in contexts where professional criticism is both immediate and constructive. It also furnishes you with opportunities to observe and understand connections between coursework and skills needed to perform effectively in a professional environment. Internships aid in the identification of knowledge and skills essential to doing well in a particular profession, give you the opportunity to demonstrate your professionalism and, therefore, increase the credibility of your degree.

In addition, because the internship experience requires a great deal of personal responsibility, it enhances your professional confidence and provides an important step in your personal and professional maturation process. The industry placement is in essence your first step towards a professional career. It gives you valuable experience in preparation for employment, provide entry into a professional network and occasionally lead directly into employment opportunities. Contacts made through the internship can be invaluable sources of information for securing eventual employment.

The work-based learning component is managed by the Internship Administrator, Ms. Despina Gavriili (dgavrili@acg.edu).

## **2.7 Opportunities for Graduates**

Graduates of the programme are equipped with a good grounding in the managerial aspects of conducting business across national borders. As a result, they have a wide range of career options, since an increasing number of companies expand their operations in global markets. Entrepreneurship Management graduates can demonstrate their abilities to multinational (or local) business corporations (strategy, management, entrepreneurship, marketing, purchasing or production job placements), government bodies, NGOs, international organizations and regional institutions. Frequent employers include management consulting firms, banks, import/export companies, multinational companies, consulting firms, international non-governmental organizations (NGOs), international hotel chains and transportation industries like shipping companies and airlines. A large number of them pursues careers or further studies outside Greece.

## **3. Assessment and Feedback**

### **3.1 Assessment**

#### **Assessment Strategy and Procedure**

Although courses may employ assessment instruments which perform only a diagnostic or formative function, credit for the completion of a course can only be obtained on the basis of one or more summative assessments. A summative assessment provides a measure of the extent to which a student has achieved the intended learning outcomes of a module. The assessment of a student’s academic performance requires a judgment of the quality of his or her work. In all cases, these assessments are governed by criteria that are explicit and communicated to students. More information on the assessment strategy and the general grading criteria of the College can be found in Student Resources.

#### **Examination Regulations and Procedures**

Examination regulations apply to in-class assessments, such as examinations, laboratory tests etc., for all students registered in Deree courses and aim at promoting academic honesty

through appropriate conduct. More information on procedures for exam security and invigilation is provided in Student Resources.

### **Student Identity**

Students must carry with them their DERE ID card in the examination room. For details on Checking of Student Presence Procedure, please visit myACG.

### **Entering and Leaving the Exam**

Students who arrive late may be admitted to the exam but no additional time will be given. Students should be allowed to enter and take the exam up until a quarter of the allotted time has passed. Students should not be allowed to leave before a quarter of the allotted time has passed. Students should bring as little as possible to the examination room. Any bags, books, notes, should be placed underneath the chair. Food and drink (including coffee) are not permitted in the exam room with the exception of clear bottles of water.

### **Exam Conduct**

Students should bring their own pens, pencils, approved calculators, and other materials needed for the examination. All exams should be written legibly in black or blue ink. Pencil may only be used for diagrams, graphs, etc. Exam answers written in pencil are not acceptable. Entry/leaving an exam should be done as quietly as possible.

### **Mobile Phones and Electronic Devices**

Mobile phones and electronic devices must be switched off – not on “silent” – in clear view and placed underneath the chair. If students use or attempt to use their phone / electronic device during the exam it will be regarded as a disciplinary offence. Students will be held responsible if their mobile phone / electronic device rings / vibrates during the exam. Any student caught using Bluetooth or any electronic device in the exam will be asked to leave immediately and will face disciplinary action.

### **Student Answers/Examination Paper**

All answers must be legibly written on exam paper provided by the exam proctor. Students are not permitted to write answers on the question paper. Students must clearly cross out any (rough) work that is not to be graded. If extra exam paper is needed, it will be provided by the exam proctor. The only paper that can be used is the paper provided by the College and should all be returned to the proctor at the end of the exam.

### **Return of Exam Papers**

Students must put the exam question paper and all answer papers together and submit both to the exam proctor. Failing to do so will result in failure in the exam.

### **Assessment Schedule**

Please note the exam/assessment periods in the academic calendar and make sure that you are available during that period.

### **Examination Schedule**

The examination schedule is published on *myACG*. Please keep checking for updates.

### **Coursework**

Where a module is wholly or partly assessed by coursework, the submission date and method of submission will be clearly stated on the Course Information Packet circulated to students by the instructor on the first day of classes and posted on the course Blackboard container.

When you submit an assignment it is important that you ensure the following information is on the assignment front sheet:

- Your name

- Year and semester
- Name of the instructor for whom the assignment has been done
- Name of the module for which the assignment has been done

Your responsibilities:

- Keep a record of your work
- Keep copies of all assignments
- Ensure your work is handed in within the deadlines

Each piece of assessed work will receive a mark and feedback. The method and form of feedback for each module will depend on the assessment method.

## Assessment Method Mapping

BSc Business Administration (Entrepreneurship Management)									
Assessment Method Mapping									
Module Rubric	Module title	Required/Optional	UK credits	In-class Midterm Examination	In-class Final Examination	Coursework	Prese ntatio n (if applic able)	Other Summative Assesse nt (if applic able )	Formative Assessments
<b>Level 4</b>									
AF 2007	Financial Accounting	R	15	First Assessment: In-class written examination (One-hour closed-book, problems/essays combination) 40%	Final Assessment: In-class written examination (Two-hour, closed-book, problems/essays combination) 60%				Formative assessment
BU 2003	Business Legal Issues	R	15	First assessment: Midterm Examination - variety of questions (multiple choice questions, case scenario essay) 40%	Final assessment: Final Examination – variety of questions (multiple choice questions, essay questions, case scenario essay) 60%				Mock exam
EC 1000	Principles of Microeconomics	R	15	First assessment: 1-hr midterm exam (essay-type) 40%	Final assessment: 2-hr final exam (comprehensive) 60%				Multiple choice/problems/ essay question practice sets
EC 1101	Principles of Macroeconomics	R	15	First assessment: 1-hr midterm exam (essay-type) 40%	Final assessment: 2-hr final exam (comprehensive) 60%				Multiple choice/problems/ essay question practice sets
MA 2021	Applied Statistics	R	15	First Assessment - Midterm examination (in class, 1 hour) 40%	Final Assessment– Written examination (in class, 2 hours) 50%			Second Assessment-Portfolio of projects (individual, take home) 10%	Online problems assigned through Blackboard
MG 2003	Management Principles	R	15	First assessment: In-class midterm examination (1-hour, essay-type questions) 40%	Final assessment: Final examination (2-hour, essay-type questions) 60%				case studies, experiential exercises, in-class quizzes
MK 2030	Introduction to Marketing	R	15	First Assessment: Individual Written project (1,400-1,600 words) 50%	Final Assessment: In-class examination (2-hour, essay questions) 50%				In-class, 1-hour, "diagnostic" test, assignments
MG2062	Introduction to Entrepreneur	R	15	First Assessment - Midterm examination (in class, 1 hour)	Final Assessment– Written examination (in class, 2 hours) 60%				Research articles discussion, Case-studies

	ship Management			40%					
<b>Level 5</b>									
AF 3116	Management Accounting	R	15	First Assessment: In class written examination (One-hour, closed-book, open-ended exercises/problems in specific areas of inquiry) 40%	Final Assessment: In class written examination (Two-hour, closed book, open-ended exercises/problems in specific areas of inquiry) 60%				Formative assessment
BU 3233	Business Research Methods	R	15	First assessment, mid-term Exam (1-hour) 40%		Final assessment, group research project (2,500 - 3,000 words; groups of 3 students) 60%			In-class preparation for assessments
CS 3051	Business Driven Information Technology	R	15	First Assessment - Midterm Examination (in class, 1 hour) 40%		Final Assessment - Research Project 60%			Case problems; Computer lab assignments
FN 3105	Financial Management	R	15	First Assessment: (1 hour) closed-book, in-class examination 40%	Final Assessment: (2-hour) closed-book, in-class examination 60%				Two 'diagnostic' tests
MG 3019	Corporate Entrepreneurship and Innovation	R	15	First Assessment: Midterm examination (essay-type questions) 40%		Final assessment: Written project (group, 4000-4500 words) 60%			Short Project Proposal, Research articles discussion, Case-studies
MG 3033	New Ventures Creation	R	15			Written project (group; 4,500-5,000 words) 90%	Group project presentation 10%		Creation of a business concept, creation of business model, case studies, experiential exercises
MG 3034	Managing People & Organizations	R	15		Final assessment: Final examination (2-hour, essay-type questions) 60%	First assessment: Written project (Individual - 1,800-2,200 words) 40%			Case studies, experiential exercises, in-class quizzes
PH 3005	Business Ethics	R	15	First assessment, in-class midterm examination (1-hour); Essay-type questions (choice: 1 out of 2) 30%	Final assessment: Final examination (2-hour in-class examination); Essay-type questions (choice: 2 out of 4) 60%			Second assessment, portfolio of diagnostic assessments 10%	Home assignments; Essay-type questions
<b>Level 6</b>									
MG 4173	Entrepreneurial Finance	R	15		Final Assessment: In-class written examination (2-hour, problems/essays)	First Assessment: Individual project (Business			One written examination

					50%	development, financial forecasting and valuation, 1,800-2,200 words); 50%			
MG 4155	Entrepreneurship Theory	R	15	First Assessment: Mid-term Examination (1-hour, essay-type); 30%		Final Assessment: Written Project (individual, 2,900-3,300 words); 70%			Short project proposal; Presentation and discussion of research articles
MG 4188	Digital Marketing for Entrepreneurship	R	15			Group Project (digital marketing plan for an existing entrepreneurial business or start up, 4,000 – 5,000 words plus peer evaluation); 70%	Individual Presentation; 30%		Case discussion, assignments, role plays, mini presentations in class
MG 4343	Operations Management	R	15		Final assessment: Final examination (2-hour, essay) 40%	First Assessment: Written project; Individual; 2,300-2,700 words 60%			case study analyses and in-class presentations
MG 4415	Strategic Management	R	15		Final examination (1-hour, essay type) 40%	Written project (individual; 3,000-3,500 words) 60%			Case studies, short reports, discussion and analysis of articles, in-class presentations
MG 4586	Capstone Project in Entrepreneurship Management	R	15			Research project (individual, 4500-5500 words) 100%			Research project proposal; in-class discussion of research articles; discussion of project component drafts
<b>ELECTIVE (one of the following)</b>									
IB 4232	Foreign Direct Investment and MNEs	O	15		Final Assessment: Written Examination (essay-type questions) 30%	First Assessment: Term project (group, 4,000-4,500 words; presentation of group project; individual peer evaluation) 70%			Case study analysis and discussion
IB 4235	Export Strategy and Management	R	15			Term project (group, 4000-5000 words; peer assessment and reflection) 80%	Group project presentation 20%		Case analysis and in-class discussion
MG 4156	Enterprise Growth	O	15		Final Assessment: Written Examination (essay-type questions) 40%	First Assessment: Term project (individual, 2,300-2,700 words) 60%			Case study analysis and in-class discussion
<b>ELECTIVE (one of the following)</b>									
CS 4267	Applied Business Analytics	O	15		Final Assessment: 2-hr written and lab examination - Answers to questions and data analysis problems 60%	First Assessment: Midterm Project - Exploit (access, manage, process and report) real			Business case problems

						world data and answer business questions 40%			
IB 4031	Business in Emerging Markets	O	15		Final Assessment: Final Examination (2-hour, comprehensive, essay-type questions) 40%	First assessment: Term project (individual, 2300-2700 words) 60%			Analysis and discussion of case studies
LM 4242	Supply Chain Management	O	15		Final Assessment: : Final examination (2-hour, essay type and problems) 40%	First Assessment: Written project (group 4,000-4,500 words, presentation) 60%			Coursework - one in-class diagnostic examination and case study analyses
MG 4023	Business Negotiations	O	15		Final Assessment: : Final Examination (2-hour): essay type 50%	First assessment: Written project. Individual; 1,800 – 2,200 words 50%			Case studies, simulation exercises, and article reviews
MG 4028	Corporate Social Responsibility	O	15		Final Assessment: Final examination (2-hour, essay-type questions) 50%	First assessment: Written project (Individual - 1,800-2,200 words) 40%	Presenta- tion – Teams of two 10%		Case studies, debates
MG 4057	Project Management	O	15	First assessment Midterm Examination (1 hour) – essay (and/or quantitative type) 30%		Final assessment: Written project; Individual; 3,000-3,500 words 70%			In-class, 1-hour, "diagnostic" test - essay and quantitative type; Coursework - case studies; Homework assignments
MG 4091	Managing SMEs	O	15		Final Assessment: Final Examination (Essay type questions) 40%	First Assessment: Written project: individual assessment (2,300-2,700 words) 60%			Case studies, experiential exercises, and articles reviews
MG 4121	Leadership	O	15		Final assessment Final examination (2-hour, essay-type) 40%	First assessment Written project; Individual; 2,300 – 2,700 words 60%			Student presentations on leaders and leadership topics; Experiential activities, self-assessment questionnaires; Case studies, discussion of research articles
MG 4129	Decision-Making: A Qualitative Approach	O	15		Final Assessment: Final examination (2-hour, essay) 40%	First assessment : Written project; Individual; 2,300-2,700 words 60%			Coursework - one in-class diagnostic examination and case study analyses



MG 4131	Strategic Human Resource Management	O	15	First assessment: Mid-term exam (individual) 50%		Final assessment; Written project; Case study development (in pairs); 1,200-1,800 words; 40%	Second assessment; Case study presentation (in pairs); 10%		Case studies, HR simulation games, and experiential exercises
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### 3.2 Giving your Feedback about this Programme

We are keen to work with you to enhance your programme. Opportunities for you to feedback to us formally include student participation in the Programme Committee, the Academic Society, Student Course Evaluation, Senior Exit Surveys, meetings with the Dean, meetings with the Provost, and other student surveys. Informal feedback is also welcome at any time either via your instructor or your department chair.

#### School of School of Business and Economics Programme Committee

The School of Business and Economics Programme Committee is responsible for the routine monitoring of programmes, including the consideration of student feedback, performance data and external examiners' reports. Proposals approved by the Committee are forwarded to the Deree Curriculum Committee and Academic Council. The Programme Committee is chaired by the Academic Dean of the School. Committee membership includes all Department Chairs and Programme Coordinators, as well as the president of each student academic society of the School. This ensures that the student community has a voice in decisions about curriculum, teaching and learning, and the development of the School of Business and Economics.

#### Departmental Academic Society

The Entrepreneurship Management programme is represented by the Management Society, which organizes field trips, on-campus lectures, and informational meetings about the programme and which participates with other student societies in organizing the annual Business Week event. The faculty advisor to the Society supervises the organization of student elections to the society's governing board according to the society's constitution, and the board of students implements all planned activities. The society also maintains a Blackboard site for all students majoring in the programme where academic information can be posted.

#### Student Course Evaluation

Student evaluations of courses and instructors are administered by the Office of the Registrar at the end of each academic term. The online course evaluation system is easy, convenient, secure, anonymous, and confidential. The course evaluation system is administered by the Registrar's Office. Information about the course evaluation system is available through the college website or by emailing registrar@acg.edu.

#### Senior Exit Survey

Student feedback comprises an integral part in the continuous development and success of School of Business and Economics programmes. In that spirit, we ask prospective graduates a Senior Exit Survey. The survey includes questions on student satisfaction with the education provided by the School of Business and Economics and with their overall College experience at Deree. The aim is to identify areas of good practice as well as areas that need improvement. Based on the data collected through the Senior Exit Survey, a report is developed by an interdisciplinary School of Business and Economics faculty team. All data collected in this

survey are held anonymously and securely. Responses cannot be traced back and all results are presented in an aggregated form. When you reach the final semester of study, you receive the relevant link in your student email address.

### **3.3 What Happens with your Feedback about this Programme?**

Your feedback helps us to continually enhance this programme. You can find out what actions have been taken in response to your feedback through your academic society, student government, department chair or instructor. Updates on action taken are also provided through blackboard and *myACG*.

Student feedback is used in a variety of ways, including:

- Improvement of methods of Teaching and Learning
- Module Leader Reports
- Annual Performance Evaluation of academic staff

### **3.4 Getting Feedback on your Assessed Work**

According to The College has committed to a two week turnaround for feedback. Each module handbook will provide you with specific guidelines on the turnaround for feedback.

### **3.5 How do I Get my Results?**

Results from module assessments and decisions on progression to the next level or awards (if you are in the final level) are available from *myACG*. Results normally appear within ten working days after the end of the examination period. Marks on individual assessments are not finalized until the Board of Examiners' meeting (the meeting where your end of year outcome will be decided). If you are unsure about when you might receive your results or have queries relating to your results, you may contact your module instructor via email.

### **3.6 Issues with Assessment**

If you are experiencing problems which are adversely affecting your ability to study (called 'mitigating circumstances'), then you can apply providing some form of evidence of your circumstances to verify your request.

Examples of acceptable extenuating circumstances include:

- Bereavement
- Illness
- Hospitalization
- Transport cancellation, where this may be evidenced
- Court attendance
- Serious family illness where the impact on the students' ability to undertake assessment may be demonstrated
- Accident
- The following are not acceptable extenuating circumstances:
- Holidays
- Weddings
- Family celebrations
- Printing problems
- Computer failure, corrupt USB sticks
- Financial problems

- Work related problems
- Accommodation issues
- MIS-reading assessment arrangements

### **Late Submission**

You must submit work by the deadlines set in the course outline. Work submitted after but within seven days of the deadline will receive a maximum grade of C. You will fail the assessment if work is submitted later than seven days after the deadline.

### **Resits**

In the case of an initial failure of one or more assessments in a course, you have the right to be reassessed in (i.e. resit) the element that you have failed. This reassessment will normally be scheduled prior to the commencement of the following semester. Only one resit per each assessment element is allowed in each module. The maximum grade you can obtain for the reassessed component of the course is a pass (Grade C – 40%). If you fail the resit, you will not receive the credit for that course.

### **Resits in Capstone Courses**

Students who fail a coursework assessment (project/paper) with a weight of 60% or above in a capstone course may request to resit the failed assessment in the resit period following the one designated for the course. Such requests from students must include the instructor's verification that it is impossible for the student to successfully complete the assignment by the scheduled course resit period. Such an extension for the completion of specified coursework in capstone courses can only be given upon the recommendation of the student's instructor and the approval of the relevant Department Chair and CASP.

### **Academic Appeals**

Students registered in a validated program, may appeal against a decision of the Board of Examiners. Students' rights of appeal are limited to two grounds:

- either that the candidate's performance in an assessment was adversely affected by illness or factors which s/he was unable, or for valid reasons unwilling, to divulge before the Board of Examiners reached its decision
- or that that there has been a material administrative error, an assessment was not conducted in accordance with the current regulations for the program or special arrangements formally agreed, or that some other material irregularity relevant to the assessment has occurred.

Disagreement with the academic judgment of a Board of Examiners in assessing the merits of an individual element of assessment does not constitute grounds for an academic appeal. Responsibility for the submission of documentary evidence in support of the appeal rests with the student. Appeals must be submitted in writing to the Registrar no later than 14 days following the publication of Examination Board results. All appeals must be submitted in writing to the Registrar by the end of the second week of the following session/semester. On receipt of the appeal, the Registrar informs the department chair/area coordinator and Academic Council (through the Chief Academic Officer) and submits to them all relevant evidence and correspondence.

The Academic Dean will undertake an initial assessment of the validity of the appeal and advise the student accordingly. In the light of this advice, the student should decide whether s/he wishes to proceed with the appeal. Alternatively, the student may decide to withdraw his or her appeal and/or lodge a complaint in accordance with the College's complaints procedure. The subcommittee of the Academic Council will hear the appeal. The appellant may be called to appear before the subcommittee. The subcommittee may also require the

Chair of the Board of Examiners to appear separately before it. The appellant and the Chair of the Board will not be present when the subcommittee considers the evidence and formulates its decision. The subcommittee must inform the student and the Board of Examiners of its decision within seven days of the hearing. The student has the right to subsequently appeal to the President in writing against the decision of the subcommittee. If the appellant wishes to contest the President's decision s/he has the right to lodge an appeal with the Open University. The student will obtain contact details for the President and the Open University at the Student Success Center. The Registrar's Office will keep records of outcomes for all appeals cases. The Academic Council will receive annual summary reports regarding all appeals received by the College.

### **Cheating, Plagiarism and other forms of Unfair Practice**

An academic offence (or breach of academic integrity) includes any action or behavior likely to confer an unfair advantage, whether by advantaging the alleged offender or by disadvantaging another or others. Examples of such misconduct are plagiarism, collusion, cheating, impersonation, supplying false documentation, use of inadmissible material and disruptive behavior in class or during examinations. Responsibility for reviewing breaches of academic integrity is held by the Committee on Standing and Conduct.

### **3.7 Academic Misconduct and Penalties**

Charges against a student for violating academic integrity may originate from any source: a faculty member, an administrator, a staff member, a fellow student, or from the community at large. The charges are to be submitted in writing to the chair of the Committee on Standing and Conduct. If a member of the Committee originates the charge, then that member will be recused from the decision-making process, and any other process related to the case, other than those related to the role of complainant/witness. On receipt of the allegation of a breach of academic integrity, the Chair must inform the Chair of the Board of Examiners that is responsible for the assessment. The Board should then suspend its decisions on the candidate's grade(s) until the facts have been established (see Student Resources – Regulatory Framework). Once the Committee on Standing and Conduct has considered the allegation and reached a conclusion on whether an offence has occurred, it should issue a report with a recommendation regarding the outcome for the student to the Chair of the relevant Board of Examiners. If it has been established that an offence has occurred, the Board will judge the significance of the misdemeanor and exercise its discretion as appropriate to the case. If it is established that a student has attempted to gain an unfair advantage, the examiners shall be given the authority to rule that the student has failed part or all of the assessments, and the authority to determine whether the student should be permitted to be reassessed. Independently of the assessment decisions made by the Board of Examiners on offences pertaining to validated courses/programs, the Committee on Standing and Conduct is empowered to consider a wider range of sanctions that might be applied when a student is found guilty of a breach of academic integrity.

The following list of sanctions is indicative and can be imposed by majority vote of the Committee:

**Admonishment Letter (or Letter of Warning):** The student is advised in writing that her/his behavior violates rules of academic integrity and that a recurrence will lead to more serious sanctions. The Committee will deliberate on whether the letter should or should not appear in the student's file permanently or for a lesser period of time.

**First Offence File:** The student's name and a description of the offense is filed in a shared electronic folder, accessible by the Chief Academic Officer, the academic Deans, the Dean of Students and department chairss. Second offences automatically result in a hearing.

**Disciplinary Probation:** The student is advised in writing that his/her behavior violates rules on academic integrity and is given a probationary period (to be decided upon by the Committee) to show by good behavior that a more stringent penalty should not be imposed. During the period of the probation, the student is required to terminate association with all extra-curricular activities and resign from any student office.

**Suspension:** The student's relationship with the College will be discontinued until the end of the semester or term. The student will forfeit any fees involved with the College.

**Dismissal:** The student's relationship with the College will be terminated indefinitely. The right to apply for readmission shall be denied. Before announcing judgment/sanctions, the Chair of the Committee on Standing and Conduct consults with the Chair of the Academic Council, who has the right to recommend other sanctions. If the Chair of the Academic Council is in agreement with the Committee's recommendations, the Chair of the Committee will inform the student and the plaintiff (in writing and within three days of the hearing) of the final judgment and the actions to be taken. If the Chair of the Academic Council proposes other or additional sanctions, the chair of the Committee must communicate these recommendations to the Committee within three days and re-deliberate. Majority vote once again determines final sanctions. Communications procedures as outlined above apply. A final written report to the Academic Council on a case-by-case basis, is prepared within 14 days, and includes the complaint, the Committee's judgment and sanctions.

Within three *working* days of receipt of the decision, either party (plaintiff or student) has the right to make a formal written appeal against the decision of the Committee. The appeal is addressed first to the Committee on Standing and Conduct. If the Committee does not deem any change to the decision is warranted subsequent to consideration of the appeal, the appeal may then be brought to the Academic Council, and subsequently to the President whose decision is final. The student may appeal against the decision of the Board of Examiners in accordance with the regulations for academic appeals (Section 9, Appendix D – Regulatory Framework).

### **3.8 Complaints Procedure**

Complaints are specific concerns about the provision of a course / module or a program of study or related academic or non-academic service. When appropriate, a complaint is first resolved through informal discussion with the party / office directly involved. If not resolved at that level, a formal complaint is submitted by the student to the Registrar's Office within 14 days from the day the outcome of this discussion is made known to the student. Upon receipt of the complaint, the Registrar forwards the complaint with all relevant documentation to a panel consisting of the Chief Academic Officer, the Academic Deans and the Dean of Students.

Depending on the nature of the complaint, the academic Dean or Dean of Students will undertake an initial assessment of the validity of the complaint and advise the student accordingly. In the light of this advice, the student should decide whether s/he wishes to proceed with the complaint. In the event that the student decides to proceed with the complaint, a subcommittee of the Academic Council will be convened no later than three weeks after receiving the student's decision. The membership of the subcommittee shall not include any member of faculty or the administration who has been involved in the complaint or who is a member of the relevant Board of Examiners. The subcommittee of the Academic

Council will hear the complaint. The appellant may be called to appear before the subcommittee. The subcommittee may also require the relevant member of faculty and/or Administration to appear separately before it. The appellant and any member of staff against whom the complaint has been made will not be present when the subcommittee considers the evidence and formulates its decision. The subcommittee must inform the student and the Chair of the Board of Examiners (if the complaint concerns a validated course/program) of its decision within seven days of the hearing. The student has the right to subsequently appeal to the President against the decision of subcommittee. If the appellant wishes to contest the President's decision s/he has the right to lodge a complaint with the Open University. The student will obtain contact details for the President and the Open University at the Student Success Center.

The Registrar's Office will keep records of outcomes for all complaints cases. The Academic Council will receive annual summary reports regarding all complaints received by the College.

## **4. Where to Get Help**

### **4.1 Downloading College Forms**

All standard student forms are available online on [www.acg.edu](http://www.acg.edu) as well as on *myACG* → *Student Resources* → *Forms*

### **4.2 Academic Advising**

The Academic Advising Office aids students in choosing and completing their academic programs. The advising staff provides academic advice and information to undergraduate students, advising all first-year students, some second-year students, and transfer students; support for academic staff advisors; and resources for all students in need of academic advice. Once students have declared their major they participate in an advising program that uses academic staff as advisors to handle the responsibility of advising on academic and career-related matters. Entrepreneurship Management students have an additional non-academic international student advisor who assists them in their efforts to adjust to the new culture and supports them in obtaining any student visas and residence permits required by Greek law.

### **4.3 Student Academic Support Services**

The Student Academic Support Services (SASS) is open daily and offers academic assistance to all Deree-ACG students through individual learning facilitation sessions and/or workshops. SASS learning facilitators are peers who assist students in improving and strengthening academic study skills.

### **4.4 Office of Student Affairs**

The Office of Student Affairs is dedicated to promoting student development and continually improving the quality of student life. Through extra-curricular activities the College strives to provide students with opportunities parallel to the classroom experience that are consistent with its educational values, such as presentations, lectures, excursions, debates, theatrical plays, blood drives, happenings and events. The students are encouraged to explore personal and professional goals by participating in clubs, societies, organizations and athletic teams. All the student groups have an advisor, or coach, who is knowledgeable in the subject area, monitors their activity, attends their general assemblies and supports the group during the year.

#### **4.5 Student Success Centre**

The Student Success Centre supports students by offering comprehensive, integrated services in the areas of academic advising, OU validation issues, student records, registration, and payments in a one-stop area. The Student Success Centre aims to create the optimum conditions so that students can follow the path to academic success. Students may visit the Student Success Centre to pay a bill, request a certificate, obtain a form, arrange to bring a visitor on campus, obtain their transcript, see an academic advisor, ask about OU validation, change a course, and obtain or replace their student ID. The SSC web page has been set up to reflect the one-stop concept of the Centre and includes information from different departments. It may be accessed from the "Quick Links" on the ACG homepage ([www.acg.edu](http://www.acg.edu)) and it allows students to print forms or view the academic calendar, academic policies, final exams schedule, course schedule, graduation instructions, major requirements, frequently asked questions (FAQs), the email directory, and financial aid and international student information.

#### **4.6 Disability Status and Provisions**

Students are responsible for alerting the Educational Psychologist to a known or suspected disability and/or learning difference, and for providing relevant documentary evidence if available. The Educational Psychologist suggests actions to be taken to accommodate such cases, having ensured that there has been full consultation with faculty in the department(s) responsible for the assessment of that student. The accommodation is approved by the Committee on Disability and Learning Differences. This action must be endorsed by the Chair of the relevant Board of Examiners in the case of the validated award. Information, guidance and support are provided to all disabled students who declare their disabilities. Students with disabilities and learning differences may be eligible for special accommodations, such as extra time for examination completion, and receive support and educational counseling from the Educational Psychologist on campus.

#### **4.7 Career Services**

The Office of Career Services offers centralized, comprehensive and coordinated career development, through appointments, sessions and workshops, building relationships and longstanding collaborations between students/alumni and potential employers. In the past three years the Office has expanded the quality of the services offered by acquiring a Career Services Manager tool, Goinglobal, as well as the handling of the international internship positions and the work study positions, transforming it thus into a hub for career-related issues. The Office moved dynamically to the era of social media utilizing Facebook and LinkedIn. The variety of programs and services offered to students and alumni include: counselling sessions about career advising and graduate studies advising; an online test which identifies strengths and personality preferences aiming to assist the students in their selection of a major; Goinglobal, a tool offering job openings abroad; skills workshops about job search and job interview techniques; Career networking events; JobBank offering part-time and full-time positions; Career Days where the students have the opportunity to have a short interview with a company representative; International Internship program.

#### **4.8 Study Abroad**

The Study Abroad Programme not only brings US and international students to Athens, it also sends Deree students to several partner universities in the US and other countries. The International Internship and Study Abroad Program combines and provides a first-of-its-kind career and academic program in Greece and is open to all undergraduate students. Students have the opportunity to intern with a leading multinational company abroad and follow this up with a semester of study with an international partner university. The College is proud to be partnering with a select number of institutions that span the globe such as Northern Arizona University, Mercy College, Texas A&M, Kingsville, University of Utah, the American

University in Cairo, and Richmond – The American International University in London, to name a few.

## **5. What to do if you.....**

You must notify your instructor(s) if you are absent for more than one day. If you are going to apply for Mitigating Circumstances you will need to provide written evidence of the reason for your absence (see section 3.6).

### **5.2 .....are ill**

If you are absent through illness on the day of an examination or assignment deadline and you intend to apply for mitigation, you must also provide us with details and any available evidence as soon as possible. Contact the Student Success Centre to get a copy of the appropriate Mitigating Circumstances form.

### **5.3 .....have a comment, compliment or complaint**

We are committed to providing a quality, student-centered experience for all our students. We welcome comments and compliments from students, and find them valuable for on-going improvements. Comments and compliments about your course can be raised with your instructor(s) and/or Department Chair. If you have a specific complaint about an act or omission of the College you may be able to make a formal complaint in writing under the Complaints Procedure (see section 3.8).

### **5.4 .....are considering withdrawing from the course**

You must consult with your advisor if you wish to defer your studies, withdraw from a course, or to transfer registration from one course or award (major) to another. Applications for deferral, withdrawal or transfer should then be lodged with the Registrar's Office. Applications are subsequently considered by the Committee of Academic Standards and Policies (CASP). CASP decisions are governed by the following regulations:

- Students are permitted to change a course within the first two days of teaching.
- Beyond this period, students may withdraw from a course within the first two weeks of teaching whilst retaining the right to re-enroll in the said course in the future.
- Changes after this deadline will only be considered in exceptional circumstances.
- Students shall not be permitted to withdraw and then subsequently re-enroll in a course after the submission or completion of the first summative assessment.

### **5.5 .....need a reference letter**

If you need a reference letter from one or more of your instructors, fill in the Reference Request Form from *myACG* (→ *Student Resources* → *Forms*), stating the reason why you need the reference, as well as the number of hard and/or electronic copies requested.

## **6. Other Relevant Policies**

### **6.1 Attendance Policy**

Class attendance is mandatory. Attendance and performance in class are closely correlated. Lack of attendance necessarily means that a student has not achieved the desired learning experience that course requires.



For purposes of mitigating circumstances, such as illness or other serious matters, the College allows students to miss up to 20% of class time. This applies to all courses. For certain courses instructors could take absences into account and lower a student's grade based on the marking criteria and learning outcomes of the course.

Absence from a class does not exempt a student from completing the work for that class. Students who have exceeded the 20% threshold of absences for serious mitigating circumstances will be referred by the instructor to the Registrar's Office. The Registrar will in turn inform the Committee on Academic Standards and Policies (CASP) which, in the light of any evidence of extenuating circumstances supplied by the student, will decide whether the student must withdraw from the course (and/or receive an F grade).

The only mitigating circumstance related to health, acceptable for excusing absences beyond the maximum is hospitalization. It is the student's responsibility to be aware of the number of absences in each course or module.

## **6.2 Student Punctuality Policy**

It is the responsibility of students to be in class on time, and the responsibility of instructors to begin their class on time and end it on time. Students are considered absent and will be recorded as such, if they arrive to class 10 minutes (or more) later than the scheduled class starting time.

## **6.3 Turnitin Policy and Student Guidelines**

The College is using Turnitin software to assist in the detection of plagiarism. If a case of cheating is proven, disciplinary procedures will be followed, as described in sections 3.6 and 3.7. More information about the College's Turnitin Policy can be found in Student Resources.

Guidelines for Student Use of Turnitin:

- Students are only permitted to submit their own work and only for assignments
- created by Deree faculty for Dereecourses.
- Students are not allowed to submit the work of others.
- Students are not allowed to have their own work submitted by others.
- Students are responsible for submitting assignments to Turnitin on time.
- Work submitted to Turnitin remains in a large database of papers against which future papers are scanned.

## **6.4 Transfer of credits**

Students who transfer must be in Good Academic Standing at their previous institution. Students who wish to transfer from US institutions must have a cumulative index (CI) or overall Grade Point Average (GPA) of 2.75 or above. Transfer students must contact the Academic Advising Office and the Validation Office after they are admitted to the College.

## **6.5 Evaluation of Transfer Credits**

The transfer credit process begins immediately after the student's first registration and only after the student has submitted both the official transcript(s) and the course syllabi or descriptions of substantial length from official publications of the institution. Course syllabi may be required for a better evaluation of the student's completed prior academic work. All submitted documents not in English or Greek must be accompanied by certified English or Greek translations and must be submitted to the Validation Office before the end of the student's first semester. The assessment process of the student's prior academic work will be completed no later than two months (excluding vacation period) after the student has submitted a complete folder of the required documents as stated above. Students cannot be granted credit (or be exempted from) courses at Level 6 and/or for more than 4 courses (i.e. 12 US credits or 60 UK credits) at Level 5. All transfer credit requests are handled by the Validation Office.

## **6.6 Credit by Assessment for Professional Experience**

Credit by assessment may be earned for experiential learning (professional experience) by experienced professionals\* who wish to begin or complete their studies. Such credit may fulfill up to 36 US credits required for a degree. No credit by assessment can be awarded for Level six (6) courses, except for validated internship courses. No credit by assessment can be awarded for more than four (4) Level 5 courses. The method of assessment, the number of credits to be earned as well as the course(s) for which experiential credit will be given will be decided by the relevant academic department(s) depending on the disciplines for which credit has been requested. The academic department of the student's declared major will report the results of the assessment to the relevant School Dean for approval. The Office of the Dean will send the final approved evaluation to the Registrar's Office.

\*Students must submit an application in order to take advantage of the Credit by Assessment program. The application includes an updated resume and a statement that describes knowledge and skills gained through experience-based learning and how they relate directly to course(s) for which credit requested. Students may also submit certificates of training, work samples, and other documents appropriate as evidence of equivalent to college learning. Once the application is approved a fee of 90 Euros per credit hour to be assessed will be charged to the student.

## **6.7 Student Matriculation**

For the US NEASC accredited degree students have the right to complete their studies in accordance with the educational programs and requirements in effect at the time they were first admitted to the College. The maximum period of matriculation for a US NEASC accredited degree is 10 years. If the degree requirements should change during the student's period of studies at the College, the student may choose to complete those degree requirements in effect upon entry or any other set of requirements introduced subsequently and prior to graduation; all the specified requirements for the particular degree chosen must be met. Students must observe all current prerequisites for courses. Students may stay informed about current prerequisites/co-requisites of courses by consulting annually the latest on line College Catalog. Re-admitted students are required to follow the program requirements in effect of their re-admission.

## **6.8 Safety, Health and Wellbeing**

The College committed to providing a vibrant and sustainable working environment that values wellbeing and diversity. This commitment exists alongside our wider legal and moral obligations to provide a safe and healthy working environment for our staff, students and members of the public who may be affected by our activities.

### **Special Needs**

You are expected to declare any special needs that would affect your safety in the event of a fire or earthquake, e.g. hearing impairment or the use of a wheelchair. Students with special needs must declare their special need, to the College, for it to be taken into consideration.

### **Accident and Incident and Reporting**

All accidents and incidents and dangerous occurrences, must be reported to, and recorded by College staff. In case of accident or medical emergency, you need to contact the College nurse. ACG First Aid Protocol and Medical Emergency Flow Charts are given in Student Resources.

### **Smoking**

According to h Greek law, smoking is prohibited in all educational institutions. All types of smoking, including vaping, are prohibited in all indoor and outdoor College areas.

## **List of Appendices**

**Appendix A:** Undergraduate Online Catalog (including Regulations for Validated Awards of the Open University) <http://www.acg.edu/academics>

**Appendix B:** Programme Specification