



SCHOOL OF BUSINESS

**STUDENT HANDBOOK**

**BSc (Hons) Healthcare Management**

**2015-2016**

**School of Business  
Deree – The American College of Greece**

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# **1. Welcome to the Programme**

## **1.1 Message from the Dean**

Upholding the Deree tradition of providing an excellent student-oriented experience, the School of Business aims at delivering academic programmes that are based on quality instruction and pedagogic best practice.

The School of Business offers a portfolio of undergraduate business programmes that blend critical enquiry with practical insight. Internships that enable students to gain career-related experience, participation in local and international competitions, guest speakers and visits to businesses complement and extend the knowledge gained in the classroom, achieving a valuable balance between academics and applications. As a result, Business curricula equip students with the analytical and practical skills that are required in today's globalized market place and, at the same time, provide adequate preparation to students who wish to pursue graduate studies in business-related fields.

Rigorous external review via NEASC (New England Association of Schools and Colleges) accreditation and CICP (Centre for Inclusion and Collaborative Partnerships of the Open University, UK) validation confirms both the high quality and the international relevance of Business programmes.

Programmes are delivered by a friendly and accessible faculty, who combine academic and scholarly expertise underpinned by real-world industry experience. It is a faculty committed to continuously adapting programme curricula so as to better prepare students for success in today's changing business environment. The Business faculty is motivated by the talented and increasingly diverse student population. Together they contribute to the creation of a vibrant academic environment at Deree, helping the School of Business rise to the next level of excellence.

In the School of Business you will be offered instruction and experiences that will enable you to develop essential business skills to pursue a meaningful career and contribute to business and society. You will be equipped with well-rounded knowledge grounded on liberal education, business foundations and functions, and 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.

Annie Triantafillou PhD  
Dean

## **1.2 Message from the Department Head**

Welcome to the Healthcare Management programme at Deree!

Deree is the first educational institution in Greece to offer a Healthcare Management degree at university level. The Healthcare Management programme will be launched in September 2015. It is intended for students who would like to learn more about the roles, activities and functions of managers in hospitals and any type of healthcare organization. It represents a broad and changing spectrum of interests, backgrounds, and approaches, preparing the students with appropriate skills and knowledge to succeed in a competitive and challenging global environment in the healthcare industry. The program fosters the intellectual, professional and personal growth of students through a rigorous healthcare management education, enhanced by a required internship in a healthcare organization that facilitates the blending of practical and theoretical competence.

The Healthcare Management faculty brings considerable expertise and experience from various fields of study. Through the faculty's classroom teaching, scholarly inquiry and professional activities, students are engaged to acquire, share and use management knowledge, principles and practices in healthcare. Together our faculty and students create a dynamic intellectual community within the School of Business.

We look forward to welcoming you to our programme and to working with you to create an enriching and valuable learning experience.

Programme Coordinator  
BSc. (Hons) Healthcare Management

### 1.3 Academic Calendar <http://www.acg.edu/academics/college-calendars>

### 1.4 Key Contacts

- American College of Greece: +30 210 600 9800
- Programme Coordinator: Dr. Sofia Hilentzaris, ext. 1367, [shilentzaris@acg.edu](mailto:shilentzaris@acg.edu)
- Dean's Office: [schoolofbusiness@acg.edu](mailto:schoolofbusiness@acg.edu) ext. 1108, room 507
- 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: Nora Beliaty, [tbeliati@acg.edu](mailto:tbeliati@acg.edu) ext. 1500
- Management Society: [dc.mgnsoc@acg.edu](mailto:dc.mgnsoc@acg.edu)

### 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**

### **Programme Philosophy and Mission**

Guided by the mission of the Deree –The American College of Greece, the BSc (Hons) in Healthcare Management aims to consider raising ethically responsible graduates who have the necessary knowledge, skills, attitudes and values to pursue successful careers in the healthcare industry in Greece and abroad. The program fosters the intellectual, professional and personal growth of students through a rigorous healthcare management education, enhanced by an optional internship in a healthcare organization that facilitates the blending of practical and theoretical competence.

### **Programme Learning Outcomes**

The Healthcare Management programme aims at equipping students with thorough knowledge and understanding of the healthcare industry and administration, as well as key-professional and transferable skills that will allow them to pursue careers in the healthcare industry or post-graduate degrees in related fields in Greece or abroad.

The programme aspires at rendering students into informed and responsible healthcare professionals who are able to manage effectively resources, budget and staff in the healthcare sector, contributing both to the wider community and the employing healthcare organizations. Students in this programme study both business/economic and social dimensions of healthcare by focusing on all elements of a healthcare system: policy and governance, business ethics, management, marketing, finance, human resources, leadership, technology, and strategy.

In particular, the specific objectives of the BSc in Healthcare Management are to:

- Develop students' knowledge and understanding of business and management theories, concepts and techniques – including internal aspects, functions and processes of organizations together with individual/corporate behaviours, and effective organizational practices – and their application in the healthcare context.
- Develop students' critical awareness and understanding of the global and increasingly dynamic socio-economic, technological, legal, political, ethical and environmental context within which contemporary healthcare organizations operate, and its implications for healthcare stakeholders.
- Develop students' critical awareness of managerial, cultural, social and ethical issues in various allied health industries, including pharmaceutical, hospital, rehabilitation, long-term care, nursing homes, biomedical, medical and health tourism industries.
- Develop students' critical awareness of the importance of adopting a multi-disciplinary approach to the study of healthcare in analyzing the interrelationships and interconnectedness between healthcare organizations, their management and the external environment in which they operate.

- Develop students' specialized knowledge that will enable them to embark on managerial careers in healthcare organizations.
- Develop students' practical and professional competencies and transferable skills, also through a work-based learning internship experience, that will enable them to operate effectively as working professionals in the healthcare industry.
- Develop students as informed and knowledgeable healthcare professionals and life-long learners who can successfully lead organizations in the context of the healthcare industry.

### Programme Structure

#### BSc (Hons) in HEALTHCARE MANAGEMENT

Level 4	Level 5	Level 6
AF 2006 Financial Accounting (20 credits)	FN 3105 Foundations of Corporate Finance (15 credits)	HM 4040 Healthcare Operations Management (15 credits)
BU 2002 Business Legal Issues (10 credits)	MG 3034 Managing People and Organizations (15 credits)	HM 4250 Budgeting & Financial Mgt in Healthcare (15 credits)
CS 2179 Business Information Systems (15 credits)	PH 3005 Business Ethics (15 credits)	HM 4141 Healthcare Policy and Governance (15 credits)
EC 1101 Principles of Macroeconomics (15 credits)	BU 3233 Business Research Methods (15 credits)	HM 4045 Healthcare HRM (15 credits)
IB 2006 International Business (15 credits)	SO 3007 Health and Society (15 credits)	HM 4655 Healthcare Strategy (Capstone) (15 credits)
MA 2021 Applied Statistics (15 credits)	HM 3115 Healthcare Marketing (15 credits)	<b>HM Elective*</b> (45 credits):
MG 2003 Management Principles (15 credits)	HM 3220 Healthcare Information Systems (15 credits)	<b>Option One*:</b> HM 4951 Internship in Healthcare Management (30 credits) <b>And one</b> of the following L6 Modules (15 credits): HM 4242 Sales Management in Healthcare, HM 4144 Managing Pharmaceuticals, or HM 4143 Leadership in Healthcare



HM 1001 Introduction to Healthcare Mgt (15 credits)	HM 3110 Delivery of Healthcare Quality Services (15 credits)	<b>Option Two*:</b> <u>All</u> of the following modules: HM 4242 Sales Management in Healthcare, HM 4144 Managing Pharmaceuticals, and HM 4143 Leadership in Healthcare
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## **Academic Staff**

### **Triantafillou, Annie, Ph.D.**

Ph.D., University of Manchester, MA., University of Manchester, BA., Deree - The American College of Greece – Professor of Economics and Dean of the School of Business

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

+30 210 6009800 ext. 1364 / Room 507 DC

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

Dr. Triantafillou has been teaching both undergraduate and graduate courses in the areas of macroeconomics in general and financial economics in particular, including banking, monetary theory, portfolio theory, and risk management.

#### *Areas of Interest:*

Real estate, shipping finance, banking and investment

### **Sofia Hilentzaris D.B.A.**

D.B.A.: SMC University, M.P.A.: University of Illinois at Chicago, B.A.: Northeastern Illinois University, Associate Professor Healthcare Management Programme Coordinator

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

Dr. Hilentzaris lectures in lectures in Introduction to Healthcare Management, Leadership in Healthcare, and Healthcare Policy and Governance, along with Principles of Management, Human Resources, Corporate Social Responsibility

#### *Areas of Interest:*

Strategic Leadership, Innovation, and Organizational Development & Change

### **Papageorgiou, Georgios, Ph.D.**

Ph.D., University of Birmingham, PGCAP, University of Surrey, MSc., University of Birmingham, BSc., Technological Educational Institute of Athens – Professor II, and Head of Department, International Tourism and Hospitality Management

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

Dr. Papageorgiou lectures in Tourism and Hospitality Marketing, Public Relations and Crisis Management, Social Issues in Sports, Sport Governance, Policy and Legal Issues, Strategy in Tourism, Hospitality and Sports, and Healthcare Strategy.

#### *Areas of Interest:*

Tourism and Hospitality Marketing, Tourism Policy Planning and Development

**Patra, Eleni, Ph.D.**

PhD, The University of the Aegean, MS in Industrial Relations and Human Resources, Rutgers, The State University of New Jersey, BS in Economics, Aristotle University of Thessaloniki- Professor II in Management

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

Dr. Patra lectures in Management and Organizational Behavior, Human Resource Management and Labour Relations, Entrepreneurship, International Human Resource Management and Healthcare HRM.

**Constantatos, Anna, MBA**

PhD candidate, University of Stirling (Accounting & Finance), MBA, Bernard Baruch College/City University of New York, BBA, Deree College/American College of Greece- Full-time faculty in Accounting and Finance

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

Professor Constantatos lectures in Financial Accounting, Managerial Accounting, Principles of Finance, Mathematics of Finance, and Intermediate Accounting.

*Areas of interest:*

Corporate Governance, Earnings Management, Firm Performance, International Accounting and Budgeting and Financial Management in Healthcare.

**Gavrili, Despina, M.Sc.**

M.Sc. University of Surrey, B.Sc. Deree – The American College of Greece – Preceptor, and Internship Administrator for the ITHM Degree

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

Professor Gavrili lectures in services marketing, marketing for sports, tourism and hospitality, sports tourism, events management, hospitality and sports operations, food and beverage management and travel and transport, and Internship in Healthcare Management.

*Areas of Interest:*

Sports Tourism, Events Management, Hospitality Operations and Branding, Food & Beverage Marketing and Management, Attractions Marketing and Management, Air Transportation & Airport Marketing, and Internship in Healthcare Management.

**Lefteriotis, Konstantinos, M.Sc.**

Ph.D. Candidate, Lancaster University, MSc., Lancaster University, BSc., Deree – The American College of Greece – Full-time faculty in Computer Information Systems

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

Professor Leftheriotis lectures in Introduction to Information Systems, Business Information Systems, Electronic Commerce, Web Applications Development, Geographic Information Systems.

*Areas of interest:*

Crisis Management, Web Development, Enterprise Systems, Information Quality.

**Siscoglou, Nickolas, Ph.D.**

Ph.D., Walden University, M.BA., Embry-Riddle Aeronautical University, MSc., New Jersey Institute of Technology, BSc. – Associate faculty in Management

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

Dr. Siscoglou lectures in Managing Pharmaceuticals, Healthcare Operations Management, and Healthcare Policy and Governance.

*Areas of Interest:*

Manufacturing and production, business strategy, new venture creation, economics, and pharmaceutical operations

**Lazarou, Vassilios, Ph.D.**

PhD., MSc. Imperial College (Agent Systems, Advanced Computing), BSc., Athens University of Economics and Business- Adjunct faculty in Computer Information Systems

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

Dr. Lazarou lectures in Business Intelligence, Business Information Systems, E-Business.

*Areas of interest:*

CRM systems, BI systems, Intelligent Social Media, Software Agents, Intelligent IS.

**Voutsina, Katerina, Ph.D.**

PhD., London School of Economics and Political Science (Management), BSc., MSc., Athens University of Economics and Business - Adjunct faculty in Management.

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+30 210 600 9800 ext. 1426/ Room Arts Center 002

Dr. Voutsina lectures in international business, management, Entrepreneurship, Research issues in sports management, Introduction to Healthcare Management, Healthcare Marketing, Healthcare Operations Management and Healthcare Strategy.

*Areas of Interest:*

New forms of organizing and nascent entrepreneurship

**Mitropoulou, Ioanna, M.B.A.**

M.B.A., Strathclyde University, BSc., Deree – American College of Greece – Adjunct Preceptor in Marketing and Management.

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

Professor Mitropoulou lectures in marketing and social media in various fields including sports, Healthcare Marketing and Internship in Healthcare Management.

*Areas of Interest:*

Marketing, social media, sponsorship

**Konstantinou, Joanna, M.Sc.**

PhD candidate, Sheffield University, MSc., Deree- The American College of Greece, MSc., Cranfield University, BSc., Deree - The American College of Greece – Adjunct faculty in Computer Information Systems & International Tourism and Hospitality Management

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

Professor Konstantinou lectures in Introduction to Information Systems, Business Information Systems, E-Commerce, Technology Innovation and Entrepreneurship, Information Systems Strategy, Enterprise Systems and Customer Relationship Management Systems, and Healthcare Information Systems.

*Areas of Interest:*

Hard and Soft skills in Leadership, Sustainability strategies of SMEs during crisis, Information Systems Strategies, Social Entrepreneurship

**Chalkidou, Tatiana, Ph.D.**

Ph.D. in Health, Leisure and Human Performance, Oklahoma State University, MBA., University of Leicester, MSc. In HRM/HRD, University of Leicester ,BSc. in Sport Science And Physical Education, Kapodistrian University of Athens – Part Time Instructor, International Business and European Affairs

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

Dr. Chalkidou lectures in International business, Introduction to Sports management, Introduction to Healthcare Management, Healthcare Operations Management, Leadership in Healthcare, and Healthcare HRM.

*Areas of Interest:*

International Business, Conflict Management, Decision Making, Sports Management

## **Description of Modules**

### **AF 2006 FINANCIAL ACCOUNTING – LEVEL 4**

The purpose of this course is to explore the basic principles, concepts and procedures relating to financial accounting. An ability to prepare, analyse and interpret financial statements in a business context will be developed.

UK CREDITS: 20

US CR: 4/2/4

### **BU 2002 BUSINESS LEGAL ISSUES – LEVEL 4**

The legal system. Adoption of laws. Administration of justice. Resolving legal disputes. Alternative dispute resolution. Introduction to civil and commercial law. The law of contracts. Corporate law. Negotiable instruments. Intellectual and industrial property.

UK CREDITS: 10

US CR: 2/0/2

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

This course provides an understanding of the role and importance of research in a business context. Research process stages including, formulating and clarifying research questions, writing a literature review, designing research, choosing appropriate methods of sampling, data collection and analysis, and reporting on findings.

Prerequisites: MA 2021 or MA 2010 and MA 3111

UK CREDITS: 15

US CR: 3/0/3

### **CS 2179 BUSINESS INFORMATION SYSTEMS – LEVEL 4**

Business information systems concepts. Categories and types. Trends. The strategic impact of information systems and technologies on business functions and decision making process. Data resource management. Ethical and security issues. Global information systems.

Prerequisites: CS 1070

UK CREDITS: 15

US CR: 3/1.5/3

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

The role of the government in a mixed economy. National income accounts. Economic fluctuations, unemployment and inflation. Fiscal and monetary policy. Macroeconomic controversies.

Prerequisite: EC 1000

UK CREDITS: 15

US CR: 3/0/3

### **FN 3105 FOUNDATIONS OF CORPORATE FINANCE – LEVEL 5**

The course provides the knowledge and the skills required for investments, business financing and securities valuation.

Prerequisite: AF 2006

UK CREDITS: 15

US CR: 3/0/3

#### **IB 2006 INTERNATIONAL BUSINESS – LEVEL 4**

Essentials of international business and the international business environment, including its socio-cultural, political, legal, economic and ethical dimensions. International trade theories and insight into the roles of multinational enterprises, governments, international organizations and non-governmental organizations in international business. Foreign exchange and influence on international business.

UK CREDITS: 15

US CR: 3/0/3

#### **MA 2021 APPLIED STATISTICS – LEVEL 4**

Organizing and summarizing data. Probability distributions: binomial, Poisson, normal, t-distribution, chi-square. Sampling and sampling distribution of the mean. The central limit theorem. Parametric tests for one mean and for the difference between two means. Test for independence of two qualitative/categorical variables. Simple and multiple correlation and regression.

UK CREDITS: 15

US CR: 3/0/3

#### **MG 2003 MANAGEMENT PRINCIPLES – LEVEL 4**

Study of the nature, functions and responsibilities of the management of organizations. History of management thought, theories, concepts and practices. The managerial functions of planning, organizing, leading and controlling are examined.

Prerequisites: Completion of at least 15 credit hours

UK CREDITS: 15

US CR: 3/0/3

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

Major theories of organizational behavior and the emergence of strategic human resource management as a mechanism for managing people at work in organizations. Concepts of personality, motivation, communication, interpersonal relations, leadership, problem solving, organizational culture and structure, managing change. Processes and practices involved in implementing human resource strategy, such as recruitment, selection, training, and performance management. Practical skills associated with managerial success.

UK CREDITS: 15

US CR: 3/0/3

#### **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.

UK CREDITS: 15



US CR: 3/0/3

#### **SO 3007 HEALTH AND SOCIETY – LEVEL 5**

Medical Sociology and contrasting Ideas about Health and Social Behavior. Epidemiological Measures and Complexity of Modern Ills. Health in relation to Age, Gender, Race, Socio-economic status, Social Stress, Health and Illness Behavior as well as Healing Options in American Society. The Sick Role, Doctor-Patient Interaction, the role of Physicians, Nurses, Midwives. The Development of Hospitals, their organization and the rising cost of Health Care Delivery. Health Care Delivery in the USA, the First world and Formerly Socialist Countries as well as in other countries.

UK CREDITS: 15

US CR: 3/0/3

#### **HM 1001 INTRODUCTION TO HEALTHCARE MANAGEMENT – LEVEL 4**

Introduction to management concepts and theories for healthcare organizations. External and internal environments of organizations are identified, as well as key management functions, roles, and responsibilities. Essential aspects of healthcare management are addressed.

UK CREDITS: 15

US CR: 3/0/3

#### **HM 3115 HEALTHCARE MARKETING – LEVEL 5**

Concepts, tools, and issues surrounding global healthcare marketing. Theory and applications. Marketing as a major management tool critical to decision-making in the health services sector.

Prerequisites: HM 1001

UK CREDITS: 15

US CR: 3/0/3

#### **HM 3110 DELIVERY OF HEALTHCARE QUALITY SERVICES – LEVEL 5**

Concepts, tools, issues and applications surrounding the delivery of healthcare quality services, including patient centered care, patient safety, performance improvement, measurement and improvement of the patient experience.

Prerequisites: HM 1001

UK CREDITS: 15

US CR: 3/0/3

#### **HM 3220 HEALTHCARE INFORMATION SYSTEMS – LEVEL 5**

Analysis and use of Information Systems in Healthcare Organisations; Evaluation of how Healthcare Information Systems can contribute to effective management; Use of Information Technology to streamline and transform business processes in Healthcare organisations.

Prerequisites: CS 1070, CS 2179

UK CREDITS: 15

US CR: 3/0/3

#### **HM 4040 HEALTHCARE OPERATIONS MANAGEMENT – LEVEL 6**

Key concepts in healthcare operations management: logistics and supply chain management, inventory management, forecasting patient demands and volumes, capacity planning. Relevant healthcare operations management for: public health organizations, hospitals and clinics, and organizations within the allied health industry with a for-profit or/and a not-for-profit orientation.

UK CREDITS: 15

US CR: 3/0/3

#### **HM 4250 BUDGETING & FINANCIAL MANAGEMENT IN HEALTHCARE – LEVEL 6**

Financial strategic management in healthcare organizations. Theoretical and practical issues in health care organizations, financial analysis for planning, capital budgeting, management control, cost accounting, pricing and rate setting in health care organizations.

Prerequisites: AF 2006, FN 3105

UK CREDITS: 15

US CR: 3/0/3

#### **HM 4141 HEALTHCARE POLICY AND GOVERNANCE – LEVEL 6**

Healthcare Policy and Governance issues, and practices. Funding, provision, regulation, quality of care and access in different settings.

Prerequisites: HM 1001

UK CREDITS: 15

US CR: 3/0/3

#### **HM 4045 HEALTHCARE Human Resource Management – LEVEL 6**

Human resource management (HRM) issues, principles, and practices such as the acquisition, maintenance and utilization of an effective workforce in Health Care and Pharmaceutical Organizations.

UK CREDITS: 15

US CR: 3/0/3

#### **HM 4655 HEALTHCARE STRATEGY (CAPSTONE) – LEVEL 6**

Capstone module that synthesizes and further develops knowledge from prior business administration and health management modules. Examines the key concepts and theories in strategic management and applies them to the context of healthcare with emphasis on the creation of sustainable competitive advantage. Strategy formulation, implementation and evaluation.

Prerequisites: MA 2021, HM 1001, HM 3115, AF 2006, FN 3105, BU 3233

UK CREDITS: 15

US CR: 3/0/3

#### **HM 4951 INTERNSHIP IN HEALTHCARE MANAGEMENT – LEVEL 6**

Work-based experiential learning for the healthcare management in hospitals and other healthcare provision centers (clinics, testing centers), pharmaceutical companies, and other organizations related to the industry. Students gain on-the-job experience and training as they learn to apply knowledge accumulated throughout the programme to real life professional situations. Formal approval of the Department Head/Program Coordinator and the Internship Administrator is required.

Prerequisites: AF 2006, FN 3105, MG 3034, HM 1001, HM 3115, CS 1070, CS 2179, HM 3220, HM 4040  
UK CREDITS: 30  
US CR: 3/0/6

#### **HM 4143 – LEADERSHIP IN HEALTHCARE- LEVEL 6**

The Leadership in Healthcare module focuses on leadership theories, frameworks, concepts, and practices including change and innovation, practices of high performance organizations, and behavioural practices, traits and skills of effective leaders.

Prerequisites: HM 1001

UK CREDITS: 15

US CR: 3/0/3

#### **HM 4242 SALES MANAGEMENT IN HEALTHCARE – LEVEL 6**

Sales presentation and selling through negotiations. Psychology of communication and persuasion and principles of buyer motivation. Sales analysis, planning, and control. The role of the sales manager.

Prerequisites: HM1001, HM 3115

UK CREDITS: 15

US CR: 3/0/3

#### **HM 4144 MANAGING PHARMACEUTICALS – LEVEL 6**

Characteristics and relevance of the pharmaceutical sector for the healthcare industry. Discussion of different management functions, including supply chain management, operations, and marketing in the context of pharmaceutical firms.

Prerequisites: HM 1001

UK CREDITS: 15

US CR: 3/0/3

## **Programme Resources**

### **Library resources:**

John S. Bailey Library provides extensive print, electronic and audio-visual resources in support of the College's academic programmes. The attractive, quiet and modern environment offers an ideal setting for students to study, conduct research, connect with peers, or read for pleasure.

Students, faculty and staff have access to a large collection of print and non-print resources including 129.000 books, 132.000 e-books, more than 12.500 academic journals and newspapers and more than 2.200 educational films and CDs. These resources and other research tools are accessible through the library website ([library.acg.edu](http://library.acg.edu)) on campus as well as remotely.

Students studying Healthcare Management, in particular, have access to high-quality journals, statistical data and reports, industry profiles and other types information through these electronic resources:

#### ***Academic Search Premiere (EBSCO)***

A multidisciplinary database with access to articles covering all academic disciplines. More than 4,700 titles are available in full text.

#### ***Business Source Complete (EBSCO)***

A comprehensive business database with access to articles from journals, trade publications and magazines, as well as industry and country reports, case studies, SWOT analyses and much more.

#### ***Credo Reference***

A collection of over 270 online reference books by *SAGE Publications* in the fields of business, geography, law, medicine, psychology, religion, science and the social sciences.

#### ***DSI - All That Stats***

Access to an array of statistical data from OECD, the European Union, the IMF and UNIDO, as well as a variety of US and German official and central bank statistics.

#### ***EBSCO eBook Collection***

A collection of over 132.000 ebooks covering all academic disciplines.

#### ***Financial Times***

The online version of the leading financial newspaper with access to the latest business, finance, economic and political news, commentaries, data and analysis.

***iMentor***

A database containing company information, balance sheets and other financial information on more than 80,000 Greek public and private enterprises. Includes financial sector reports and analyses. All information is available in fully editable Excel format.

***Passport (Euromonitor)***

Integrated access to market size data for more than 300 consumer products; demographic, economic and lifestyle statistics; industry, company, country and consumer lifestyle reports, as well as comments from expert analysts. Covers more than 200 countries.

***ScienceDirect***

Citations and abstracts from over 3,200 journals. Full text access to 480 journals in the social and behavioural sciences from 1995 onwards.

An array of media services is also available to students and faculty. The Deree Media Centre houses the library's audio-visual and multimedia collections and provides equipment for viewing and listening. Moreover, the Media Centre offers assistance to students and faculty in integrating the latest audio-visual technologies into their research.

For resources not readily available, the library offers document delivery services through the union catalogue of serials of the *National Network of Academic and Scientific Libraries*. Pay-per-article and document delivery services are also available from OCLC, partner AMICAL libraries, *The British Library*, as well as through a variety of vendors and publishers.

The print audio-visual and electronic collections are organized according to international cataloguing rules. All library functions, including cataloguing, acquisitions, circulation, reserves and the public access catalogue are managed through an integrated library automation system. The web-based public access catalogue is accessible to anyone through the Internet. Library holdings are also listed in OCLC's *WorldCat* database.

All library collections are enriched throughout the academic year in close collaboration with faculty in accordance with the developing needs of each academic area. Online resources are carefully evaluated by librarians, faculty and students through trial and benchmarked against other peer international and US libraries supporting similar programmes.

In addition to a wide range of resources, the library offers to incoming students training sessions in information discovery and research. Students learn how to use the library website to access, select, evaluate and effectively use information resources. Moreover, in collaboration with faculty, special training sessions are organized for the needs of specific courses or disciplines. The reference desk is

staffed throughout the day by specially trained personnel who can assist students and faculty in using the library and its various resources.

The library provides 28 computer workstations, viewing and listening stations, ample space for studying, individual study carrels and comfortable seating. A wireless network allows users to access all electronic resources from their laptops, tablets or hand-held devices. Printing and photocopy facilities are also available.

**Multimedia resources:**

- Microsoft Office: 750 licences currently in operation. Licences are per machine and are renewed every 5 years.
- SPSS: 100 licences currently in operation. Licences are concurrent and are renewed annually.
- E-views: 3 licences currently in operation. Licences are per machine and are renewed annually.
- Blackboard platform: The licence is renewed annually.
- Turnitin Plagiarism Detection software: Licence is renewed annually.

**Information resources and technology:**

Information technology is integral to all aspects of academic life at The American College of Greece, including teaching and learning, research and creative endeavors, outreach, administration, and student life. The systems and services impact virtually every aspect of campus life and are central to the academic enterprise as well as administrative processes. As the provider of technology and technology services at The American College of Greece, the Information Resources Management (IRM) department is committed to technology innovation consistent with the College's strategic plan. The IRM Department consists of the following divisions:

- Administrative computing: refers to computing applications that support administrative processes that are institution-wide. Its purpose is to improve the capability to cost-effectively manage ACG's resources and serve the administrative needs of faculty, student and staff constituents.
- Academic computing: consists of information technology tools, methods and services which allow faculty to improve their teaching and provide an enhanced learning environment for students.

**Academic computing:**

Systems and services for which Academic Computing is responsible includes the following:

**Instructional technology:**

A specialized online course management system, ACGBoard, based on Blackboard CMS, is used in courses to enhance the student experience and support the instructional program.

Through ACGBoard, students can access online course materials and interact with the instructor and other students in the class. ACGBoard is widely used at ACG to enhance and support classroom teaching.

The services that can be accessed through Blackboard include the following:

- Access course materials (including text, images, video, audio).
- Access quizzes and surveys.
- Set and receive assignments.
- Communicate with students through online discussions, real-time chat and an interactive whiteboard.
- Track student progress and manage grades.
- Provide feedback to students.
- Access to electronic textbooks.

Since Spring 2014, the College has initiated a pilot programme to introduce electronic learning resources to a selection of 35 undergraduate courses. Students registering for these courses have received the required textbook(s) in an electronic format (e-book) along with various other electronic course materials, accessed through Blackboard. The adoption of e-books, introduced Deree students to new learning methods based on interactive, enhanced content and searchable electronic resources. Appropriate faculty and student guides on how to access and use this new service have been created.

#### **Interactive collaboration and sharing:**

The department has acquired a site license of VoiceThread, an interactive collaboration and sharing tool that is proven to enable users add images, documents and videos and to which other users can add voice, text, audio and video comments. The tool could be accessible through Blackboard and is currently being evaluated by a selected group of faculty members.

Appropriate training is provided to all students during the first semester of classes and also a thorough user manual is available. Faculty specialized training is provided to all new college faculty as part of their college induction program. Additional more focused training on specific features (e.g. Wikis) is organized throughout the semester.

#### **Student Software:**

##### **Microsoft Student Advantage**

The IT department of The American College of Greece, is providing Microsoft Office 365 Pro Plus to all registered students at no cost via the Microsoft Student Advantage program. This agreement between ACG and Microsoft allows the College to provide current students with the latest version of full Office at school and at home. The license to use the software is provided and validated to all students through the college email system (@acg.edu).

##### **Microsoft e-Academy**

The College's Microsoft campus agreement requires that the e-academy Electronic License Management System (ELMS) is made available to all students of the ACG community. ELMS is a web-based management system which easily enables students to download Microsoft software and use it for educational purposes. The use of ELMS for the management and distribution of software in the Academic Alliance Programme is made available by Microsoft and e-academy (Microsoft partner) as a student benefit, free of charge. Students may use the software that is provided through ELMS for non-commercial purposes including instructional use, research and/or design, development and testing of projects for class assignments, tests or personal projects.

The Technology Enhanced Classroom initiative at ACG enables instructors and students access, tools and resources available beyond the traditional classroom. Classrooms are equipped with IT resources designed to extend and broaden the learning experience. From faculty lectures to student presentations, users are able to display multimedia and web enabled information throughout the ACG network of technology enhanced classrooms. All classrooms are equipped with a ceiling mounted video projection system specifically designed to meet the requirements of each classroom environment. A projection screen provides an ideal viewing surface for data or video, displaying clear, bright images.

Every classroom features a teaching station that is specially designed to house the room's technology. The teaching station also features a retractable keyboard and mouse tray, along with a built-in LCD monitor, which provides the ability to display the same image on both the built-in monitor and projection system, thus allowing instructors to maintain eye contact with students. A VCR/DVD/Blue Ray player that incorporates high quality video in the classroom is also provided. The system is complemented by the latest sound amplifier technology and wall mounted speakers. All classrooms are connected to ACG's high speed backbone and some of them also offer wireless connectivity. Training for maximum use of equipment in Technology Enhanced classrooms is provided by Media Center staff.

### **Media Centers**

The Media Centers at The American College of Greece support the instruction and research needs of ACG's faculty, students, staff and alumni by providing facilities, collections and expertise for researching, viewing and producing a wide range of media. The Centers provides equipment and expertise for producing video for classroom and extracurricular projects. Digital cameras, camcorders and audio recorders are available for loan to support the academic community. Multimedia stations are available for editing audio and video, scanning and manipulating images, and creating presentations. Workshops (offered on demand during the term) provide instruction on multimedia hardware and software available in the Center. The Center's media collection comprises more than 1,000 DVDs and 1,500 videotapes, as well as audiotapes, CDs, and CD-ROMs on a wide variety of subjects.



The Media Center has equipment and support for digitizing and editing audio, video and images. This facility is also equipped to repair, duplicate, transfer, and convert the presentation of media materials into the most popular audio and video formats. The Media Center serves several locations on all campuses, including Deree's Main Building and the Communications Building.

## **2.1 Library Help**

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.

## **2.2 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 External Examiner for this programme is: TBA

Academic Society Advisors provide an oral summary of External Examiners' reports in the first Academic Society General Assembly meeting after each Board of Examiners. Information on the External Examiner's report could be provided by your Department Head upon request.

## **2.3 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 program 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 in the Healthcare Management programme is managed by the Healthcare Management Internship Administrator, Despina Gavrili-Alexandris ([dgavrili@acg.edu](mailto:dgavrili@acg.edu))

## **2.4 Opportunities for Graduates**

Healthcare is among the most rapidly growing and significant global industries. Students holding a BSc (Hons) in Healthcare Management will be prepared to apply the fundamental concepts of management, marketing, finance, law, governance and policy in a variety of enterprises such as public health organizations, physician practices and clinics, hospitals and healthcare systems, pharmaceutical companies, healthcare related agencies and service organizations, both for-profit and not-for-profit ones.

As a result, they will have a wide range of career opportunities in

- long term care
- ambulatory care
- corporate health programs
- public health
- pharmaceutical sales
- medical equipment and supply firms
- consultant or vendor companies serving the health care industry.

### **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, this assessment are governed by criteria which 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 Deree 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**

The following table presents a map of the exact assessment components (type, weight etc.) for all modules in each Level of study. As you will see, the assessment methods become more varied as the programme progresses, with more emphasis on project work, as well as presentations. Formative assessments do not count towards the overall module mark, but significantly contribute to students' knowledge as well as preparation for summative assessment components.

BSc (Hons) Healthcare Management									
Assessment Method Mapping									
Module Rubric	Module title	Required/Optional	UK credits	In-class Midterm Examination	In-class Final Examination	Coursework	Presentation (if applicable)	Other Summative Assessment (if applicable)	Formative Assessments
Level 4									
AF 2006	Financial Accounting	R	20	1-hr midterm exam (essay-type/problems) 40%	2-hr final exam (essay-type/problems) 60%				Diagnostic Coursework
BU 2002	Business Legal Issues	R	10	1-hr midterm exam (essay-type) 40%	2-hr final exam (essay-type) 60%				Two quizzes
CS 2179	Business Information Systems	R	15	1-hr midterm exam (short answers to essay questions) 40%		Coursework: Practical problems and short essay questions 60%			Diagnostic test , case studies discussions, computer lab assignments
EC 1101	Principles of Macroeconomics	R	15	1-hr midterm exam (multiple choice/problems/essays) 40%	2-hr final exam (multiple choice/ problems/ essays) 60%				Multiple choice/problems/essay practice tests
IB 2006	International Business	R	15	1-hr midterm exam (essay-type) 40%	2-hr final exam (essay-type) 60%				1-hr in-class diagnostic test
MA 2021	Applied Statistics	R	15	1-hr midterm exam (problems) 40%	2-hr final exam (problems) 60%				
MG 2003	Management Principles	R	15	1-hr midterm exam (essay-type) 40%	2-hr final exam (essay-type) 60%				
HM 1001	Introduction to Healthcare Management	R	15	1-hr midterm exam (essay-type) 40%	2-hr final exam (essay-type) 60%				Diagnostic tests

Module Rubric	Module title	Required/Optional	UK credits	In-class Midterm Examination	In-class Final Examination	Coursework	Presentation (if applicable)	Other Summative Assessment (if applicable)	Formative Assessments
Level 5									
SO 3007	Health and Society	R	15	1-hr midterm exam (essay-type) 40%	2-hr final exam (essay-type) 60%				Internet research – classroom presentation, In-class, 1-hour, "diagnostic" test
BU 3233	Business Research Methods	R	15		Two hour closed-book, in-class examination (problems/essays combination) 70%	Individual Coursework (1,000-1,400 words) 30%			One 'diagnostic' test including numerical and essay type questions
HM 3110	Delivery of Healthcare Quality Services	R	15		2-hr final exam (essay-type) 60%	Coursework (case-based written assignment) (1,300 – 1,500 words) 40%			Cases, tests, coursework preparation
HM 3115	Healthcare Marketing	R	15			Coursework (case-based written assignment) (1,300 – 1,500 words) 70%	Group presentation on assigned topic 30%		Cases, tests, coursework preparation in class, Blackboard based case discussion
HM 3220	Healthcare Information Systems	R	15	Midterm Examination: short answers to essay questions 40%		Research paper 60%			Coursework: lab based case problems
FN 3105	Foundations of Corporate Finance	R	15	1-hr midterm exam (essay-type/problems) 30%	2-hr final exam (essay-type/problems) 70%				Exercises/Comprehensive problems
MG 3034	Managing People & Organizations	R	15		2-hr final exam (essay-type) 60%	Individual project (1,300-1,700 words) 40%			Case studies, experiential exercises, in-class quizzes
PH 3005	Business Ethics	R	15	1-hr midterm exam (essay-type) 40%	2-hr final exam (essay-type) 60%				Diagnostic test

Module Rubric	Module title	Required/Optional	UK credits	In-class Midterm Examination	In-class Final Examination	Coursework	Presentation (if applicable)	Other Summative Assessment (if applicable)	Formative Assessments
Level 6									
HM 4040	Mealthcare Operations Management	R	15		Final Examination (2-hour, comprehensive) - Essay-type questions 50%	Written Project – summative - Individual, 2,300- 2,500 words 50%			Diagnostic Coursework (Homework questions, assignments, mock tests)
HM 4141	Healthcare Policy and Governance	R	15		Final Examination (essay-type questions) 60%	Written Project (Written Project) 2,000 - 2,200 (words) 40%			Cases, tests, coursework preparation
HM 4250	Budgeting & Financial Management in Helathcare	R	15	Mid-term Exam (2-hours) 50%		Final Project (2,300 – 2,500 words) 50%			Case studies, Quizzes, assignment preparation
HM 4045	Healthcare HRM	R	15		2-hr final exam (essay-type) 60%	Written project – Individual, 2,000 – 2,200 words 40%			Case studies and experiential exercises
HM 4655	Healthcare Strategy (capstone)	R	15			Major Research Project (individual, 4000-5000 words) 80%	Individual In-Class Presentation (10 minutes) 20%		Project proposal and in-class case study discussion, Case study analysis
Electives									
HM 4951	Internship in Healthcare Management	E	30			Reflective paper - Individual, 3,000 – 3,500 words 50%	Presentation of Reflective paper 10%	Personal Development Planning Report - Individual, 1,000 – 1,500 words 40%	Activities Report - Individual, bi-weekly, 500 words
HM 4143	Leadership in Healthcare Management	E	15		2-hour, comprehensive written examination 60%	Research Project (Written Project) (2,000 – 2,200 words) 40%			Cases, tests, coursework preparation



Module Rubric	Module title	Required/Optional	UK credits	In-class Midterm Examination	In-class Final Examination	Coursework	Presentation (if applicable)	Other Summative Assessment (if applicable)	Formative Assessments
HM 4242	Sales Management in Healthcare	E	15			Written project - Individual, (3,000 – 3,500 words) 70%	Group presentation (duration of approx. 10'-15' per group) 30%		Coursework - Class discussion, assignments, "diagnostic" test Sales situation report and presentation - In-class, in groups of two
HM 4144	Managing Pharmaceuticals	E	15	Midterm Examination, 2 hours, essay-type questions 50%		Individual written project, 2.300– 2.500 words 50%			Coursework: case problems

### **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 head.

#### **School of Business Programme Committee**

The School of Business 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 Heads and Programme Coordinators, as well as the president of each student academic society. This ensures that the student community has a voice in decisions about curriculum, teaching and learning, and the development of the School of Business.

#### **Departmental Academic Society**

The School of Business Management Department has a student 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. Societies also maintain a Blackboard site for all students majoring in the programme where academic information can be posted. For more information on your academic society, please contact your Department Head.

#### **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](mailto:registrar@acg.edu).

#### **Senior Exit Survey**

Student feedback comprises an integral part in the continuous development and success of School of Business 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 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

faculty committee. 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 head 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 Head 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 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 head/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 or not 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 heads.

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, 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.

International 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 e-mail 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.....**

### **5.1 .....are absent for more than one day**

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 Head. 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**

All students are required to attend 80% of instructional class time. Some programmes may impose a stricter attendance requirement.

Absence from a class does not exempt a student from completing the work for that class. Students who have exceeded the allowed threshold of absences will be referred by the instructor to the Registrar's Office. The Registrar will in turn inform the Committee on Academic Standards and Policies 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 receive an F grade).

### **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.

Individual instructors reserve the right to have a more stringent policy, provided that this policy is listed in the Course Information Packet.

### **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 Deree courses.
- 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.

#### **Disabled Students**

You are expected to declare any disability that would affect your safety in the event of a fire or earthquake, e.g. hearing impairment or the use of a wheelchair. Disabled students must declare their disability, 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**

No smoking is permitted in any of ACG buildings; if you do smoke outside our buildings please make sure that you stand at least five meters from building entrances and boundaries.

**Appendices**

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

**Appendix B:** Programme Specification

