

Programme specification

(Notes on how to complete this template are provided in Annexe 2)

1. Overview/ factual information

Programme/award title(s)	<ul style="list-style-type: none"> a. BSc (Honours) in Shipping Management b. BSc in Shipping Management c. Diploma of Higher Education in Shipping Management d. Certificate of Higher Education in Shipping Management
Teaching Institution	The American College of Greece
Awarding Institution	The Open University (OU)
Date of latest OU validation	
Next revalidation	
Credit points for the award	360 - BSc (Honours) in Shipping Management
UCAS Code	
Programme start date	Fall 2015
Underpinning QAA subject benchmark(s)	General Business and Management
Other external and internal reference points used to inform programme outcomes	
Professional/statutory recognition	4
Duration of the programme for each mode of study (P/T, FT,DL)	FT - 3 years,
Dual accreditation (if applicable)	NEASC accredited
Date of production/revision of this specification	January 2015

Please note: This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided.

More detailed information on the learning outcomes, content, and teaching, learning and assessment methods of each module can be found in student module guide(s) and the students handbook.

The accuracy of the information contained in this document is reviewed by the University and may be verified by the Quality Assurance Agency for Higher Education.

2.1 Educational aims and objectives

The Shipping Management Program at DEREЕ aims to prepare students as critical, independent thinkers, ethically sensitive and socially responsible, who will excel in their chosen management careers in the shipping sector and in other related areas. Engaged in a rigorous learning experience—both academic and practical in nature—students gain knowledge and understanding of core business management principles and practices, integrated with an in-depth study of the nature, dynamics, and demands of shipping sector.

Educational aims of the program

Upon successful completion of the Shipping Management Program, students will be able to:

- Integrate business management principles and practices to the shipping sector
- Employ a broad range of specialist knowledge and skills in the shipping sector
- Examine the shipping sector as a significant area of study and economic activity
- Differentiate the variety of contexts (economic, geographic, social, political, historical, legal, technological, financial, structural, organizational and environmental) of the shipping industry and in which shipping businesses operate, and determine the implications for shipping management
- Select, integrate and evaluate theoretical concepts and information from a variety of sources in the shipping sector, judge their relevance and application to practical problems, and design solutions in diverse circumstances
- Use ethical principles and practices related to social responsibility and sustainable development when making decisions
- Carry out strategies for effective team collaboration, communication and decision making in a variety of contexts
- Apply intellectual, practical/professional and transferable skills that will contribute to continuing growth as a responsible individual, to career success, to study at a higher level, and to enhanced life-long learning

Table 1 below shows the structure of the new award

Table 1: Shipping Management Program

Year 1 – Level 4			
Fall	Credits	Spring	Credits
MG 2003 Management Principles	15	BU 2002 Business Legal Issues	10
MG 2060 Maritime History	15	MG 2061 Maritime Operations and Ship Technology	15
MA 2021 Applied Statistics	15	LM 2020 Introduction to Logistics and Supply Chain Management	15
MG 1010 Introduction to Shipping	15	AF 2006 Financial Accounting	20
Year 2 – Level 5			
Fall	Credits	Spring	Credits
MG 3034 Managing People and Organizations	15	MG 3058 International Shipping Policy	15
CS 3051 Business Driven Information Technology	15	FN 3105 Foundations of Corporate Finance	15
EC 3227 Maritime Economics	15	LM 3030 Transportation Systems	15
BU 3233 Business Research Methods	15	MG 3059 Port Administration and Logistics	15
Year 3 – Level 6			
Fall	Credits	Spring	Credits
MG 4292 Shipping and Marine Insurance Law and Practice	15	MG 4169 Shipbroking and Chartering	15
MG 4316 Maritime Financial Management	15	MG 4880 Seminar in Shipping Management	15
MG 4415 Strategic Management	15	MG 4112 Carriage of Goods by Sea and Law of International Trade	15
One option module	15	One option module	15
Option modules: EC 4231 International Trade MG 4123 Business Negotiation MG 4157 Project Management MG 4242 Supply Chain Management MG 4343 Operations Management MG 4087 Short Sea Shipping MG 4071 Cruise Shipping MG 4168 Cross Cultural Management in Shipping MG 4270 Maritime Human Resource Management			
Total UK credits: 360			

2.2 Relationship to other programmes and awards

(Where the award is part of a hierarchy of awards/programmes, this section describes the articulation between them, opportunities for progression upon completion of the programme, and arrangements for bridging modules or induction)

This programme specification is part of a US bachelor's degree programme, awarded with a total of 121 US credits and consisting of:

- The Liberal Education* curriculum (43 US credits)
(please see Appendix for *Liberal Education* mission, competencies and learning outcomes)

- Concentration Courses (72 US credits)
- General electives (6 US credits)

3. Programme outcomes

Intended learning outcomes are listed below.

3A. Knowledge and understanding					
Learning outcomes:	Learning and teaching strategy/ assessment methods				
<p>A1. Demonstrate knowledge and understanding of the external environment and its impact on business.</p> <p>A1.1. Recognize, explain and discuss the impact of the legal environment on business activity, practices and decisions within and across national boundaries. (Level 4)</p>	<p>Taught and assessed in: BU 2002 Business Legal Issues (10 UK credits – Compulsory) 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.</p> <p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none"> ➤ Classes consist of lectures, case studies, experiential exercises, and in-class discussion of related material. ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content. ➤ Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources. <p><u>Assessment Methods:</u></p> <p>Summative:</p> <table border="1"> <tr> <td>Midterm Examination - essay type</td><td>40%</td></tr> <tr> <td>Final Examination – essay type</td><td>60%</td></tr> </table>	Midterm Examination - essay type	40%	Final Examination – essay type	60%
Midterm Examination - essay type	40%				
Final Examination – essay type	60%				

3A. Knowledge and understanding		
A1.2. Describe and explain the nature, scope and structure of the logistics and supply chain industry. (Level 4).	Formative:	
	Two in-class quizzes	0%
	<u>Taught and assessed in: LM 2020, Introduction to Logistics and Supply Chain Management (15 UK Credits - Compulsory)</u>	
	Overview of the logistics and supply chain industry. The logistics and supply chain context, importance of logistics and supply chain management to value offered, economic impact of logistics and supply chain industry, functions and operations, basic principles.	
	<u>Learning and Teaching Strategy:</u> In congruence with the learning and teaching strategy of the college, the following tools are used: <ul style="list-style-type: none">➤ Classes consist of lectures, discussions, collaborative in-class learning exercises and specialized video presentations. Throughout the lectures students develop knowledge and understanding related to the subject. Discussions and collaborative in-class case discussions reinforce students' cognitive and key transferable skills.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course's content.➤ Use of blackboard site, where instructors post lecture notes, assignments' instructions, timely announcements, as well as additional resources.	
<u>Assessment Methods:</u>		
In-class, 1-hour, "diagnostic" test - formative	0	Essay-type questions
Midterm Examination (1-hour) - summative	40	Essay-type questions
Final Examination (2-hour) - summative	60	Essay-type questions
<u>Taught and assessed in: MG 3034 Managing People and Organizations (15 UK Credits - Compulsory)</u>		

3A. Knowledge and understanding											
<p>A.2. Analyze and assess an organization's internal environment, with particular reference to individual behavior and processes, team processes and organizational processes, and the interaction with the external environment; develop an in-depth understanding of principles, concepts, processes, policies and practices in human resource management. (Level 5)</p>	<p>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 leadership, motivation, communication, interpersonal relations, strategic planning, problem solving, organizing communities of people, managing change. Principles, processes, policies and practices involved in developing and executing human resource strategy. Practical skills associated with managerial success.</p>										
<p>A.3. Demonstrate knowledge and understanding of the functions and processes of business and their relationship with the external environment.</p> <p>A.3.1. Describe and discuss the nature of managerial work, the various management theories, concepts, principles and practices. Distinguish between an organization's internal and external environments, and</p>	<p><u>Learning and Teaching Strategy:</u></p>										
	<ul style="list-style-type: none"> ➤ Class lectures, case studies, experiential exercises and self-assessments. ➤ Interactive learning during class through students' analyses and discussions of assigned cases and experiential exercises. ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material. ➤ Use of an electronic class management system where the instructor may post important announcements, related course materials, and additional resources. 										
	<p><u>Assessment Methods:</u></p>										
		<table border="1"> <tr> <td>Coursework - formative</td><td>0 %</td><td>case studies, experiential exercises, in-class quizzes</td></tr> <tr> <td>Written project - summative</td><td>40%</td><td></td></tr> <tr> <td>Common final examination (2-hour) - summative</td><td>60%</td><td>essay-type questions</td></tr> </table>	Coursework - formative	0 %	case studies, experiential exercises, in-class quizzes	Written project - summative	40%		Common final examination (2-hour) - summative	60%	essay-type questions
Coursework - formative	0 %	case studies, experiential exercises, in-class quizzes									
Written project - summative	40%										
Common final examination (2-hour) - summative	60%	essay-type questions									
		<p>Taught and assessed in: MG 2003 Management Principles (15 UK Credits - Compulsory) 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.</p>									

3A. Knowledge and understanding											
<p>recognize the importance of organizational change. (Level 4)</p>	<p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none"> ➤ Classes consist of lectures, case studies, experiential exercises, and in-class discussion of related material. ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content. ➤ Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources. <p><u>Assessment Methods:</u></p> <table border="1"> <tr> <td>Coursework - formative</td><td>0%</td><td>case studies, experiential exercises, in-class quizzes)</td></tr> <tr> <td>In-class one hour midterm examination - summative</td><td>40%</td><td>essay-type</td></tr> <tr> <td>Final examination (2 hours) - summative</td><td>60%</td><td>essay-type</td></tr> </table>		Coursework - formative	0%	case studies, experiential exercises, in-class quizzes)	In-class one hour midterm examination - summative	40%	essay-type	Final examination (2 hours) - summative	60%	essay-type
Coursework - formative	0%	case studies, experiential exercises, in-class quizzes)									
In-class one hour midterm examination - summative	40%	essay-type									
Final examination (2 hours) - summative	60%	essay-type									
<p><u>Taught and assessed in:</u> AF 2006 Financial Accounting (15 UK Credits - Compulsory) Principles, concepts and procedures of financial accounting. Preparation, analysis and interpretation of financial statements in a business context.</p> <p><u>Learning and Teaching Strategy:</u> In congruence with the teaching and learning strategy of the college, the following tools are used:</p> <ul style="list-style-type: none"> ➤ Class lectures, interactive learning (class discussions, group work) and practical problems solved in class. ➤ Exercises are assigned as homework, the solutions of which are reviewed in class. Additionally an individual assignment requiring a simple financial analysis will be given to the students, so as to enhance their ability to extract financial information from multiple financial sources, as well as interpret financial data. 											

3A. Knowledge and understanding					
A.3.3. Demonstrate knowledge and ability to apply financial management theory and techniques in business settings. (Level 5)	<ul style="list-style-type: none">➤ Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material.➤ Use of blackboard.➤ IT sessions in labs, during which the student practices in recoding transactions using special accounting software (Peachtree Complete Accounting).➤ A tutoring service provided by the College is also available to students who choose to get additional help.				
	Assessment Methods:				
	Summative:				
	<table><tr><td>First Assessment: 1-hour written examination (closed-book, in-class)</td><td>40%</td></tr><tr><td>Second Assessment: 2-hours written examination (closed-book, in-class)</td><td>60%</td></tr></table>	First Assessment: 1-hour written examination (closed-book, in-class)	40%	Second Assessment: 2-hours written examination (closed-book, in-class)	60%
	First Assessment: 1-hour written examination (closed-book, in-class)	40%			
	Second Assessment: 2-hours written examination (closed-book, in-class)	60%			
	Formative:				
	<table><tr><td>Diagnostic Coursework</td><td>0%</td></tr></table>	Diagnostic Coursework	0%		
	Diagnostic Coursework	0%			
<u>Taught and assessed in:</u> FN 3105 Foundations of Corporate Finance (15 UK Credits - Compulsory)					
The course provides the knowledge and the skills required for investments, business financing and securities valuation.					
<u>Learning and Teaching Strategy:</u>					
<ul style="list-style-type: none">➤ Class lectures, interactive learning (class discussions) and practical problems solved in class.➤ Exercises and primary source documents are assigned as homework, the solutions of which are reviewed in class.					

3A. Knowledge and understanding					
A.4. Develop appropriate policies and strategies within a changing internal and external environment to meet stakeholders' interests. (Level 6)	<ul style="list-style-type: none">➤ Office hours: students are encouraged to make full use of the office hours of their instructor.➤ Use of Blackboard.➤ A tutoring service provided by the College is also available to students who choose to get additional help.				
	<u>Assessment Methods:</u>				
	Summative:				
	<table><tr><td>First Assessment: One hour written examination, (closed-book)</td><td>30%</td></tr><tr><td>Second Assessment: Two hours written examination, (closed-book)</td><td>70%</td></tr></table>	First Assessment: One hour written examination, (closed-book)	30%	Second Assessment: Two hours written examination, (closed-book)	70%
	First Assessment: One hour written examination, (closed-book)	30%			
Second Assessment: Two hours written examination, (closed-book)	70%				
Formative:					
<table><tr><td>Exercises / Comprehensive problems (excel applications)</td><td>0</td></tr></table>	Exercises / Comprehensive problems (excel applications)	0			
Exercises / Comprehensive problems (excel applications)	0				
	<u>Taught and assessed in:</u> MG 4415 Strategic Management (15 UK Credits - Compulsory) The strategic planning process. How firms gain a sustainable competitive advantage from a general management viewpoint, with the role of top manager as strategist for the total enterprise. Ethical and socially responsible decision making. Strategic planning tools and techniques. Integration of knowledge and skills gained from previous business and business-related studies.				
	<u>Learning and Teaching Strategy:</u>				
	<ul style="list-style-type: none">➤ Classes consist of lectures, case studies, experiential exercises, short reports and in-class discussion of related material.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content.				

3A. Knowledge and understanding					
A.5. Demonstrate knowledge and ability to use ethical principles and practices related to social responsibility and sustainable development when making decisions. (Level 6).	<ul style="list-style-type: none">➤ Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources.				
	<u>Assessment Methods:</u>				
	Summative:				
	<table><tr><td>Written Project – Individual; 1,800-2,200 words</td><td>40%</td></tr><tr><td>Final Examination – essay type</td><td>60%</td></tr></table>	Written Project – Individual; 1,800-2,200 words	40%	Final Examination – essay type	60%
	Written Project – Individual; 1,800-2,200 words	40%			
Final Examination – essay type	60%				
Formative:					
<table><tr><td>Case studies, experiential exercises, short reports, analysis of articles</td><td>0</td></tr></table>	Case studies, experiential exercises, short reports, analysis of articles	0			
Case studies, experiential exercises, short reports, analysis of articles	0				
	<u>Taught and assessed in:</u> MG 4415 Strategic Management (15 UK Credits - Compulsory) The strategic planning process. How firms gain a sustainable competitive advantage from a general management viewpoint, with the role of top manager as strategist for the total enterprise. Ethical and socially responsible decision making. Strategic planning tools and techniques. Integration of knowledge and skills gained from previous business and business-related studies.				
	<u>Learning and Teaching Strategy:</u>				
	<ul style="list-style-type: none">➤ Classes consist of lectures, case studies, experiential exercises, short reports and in-class discussion of related material.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content.➤ Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources.				

3A. Knowledge and understanding							
A.6. Demonstrate basic knowledge and understanding of quantitative and qualitative methods and tools used to conduct research in business. A.6.1. Demonstrate knowledge and understanding of statistical techniques including data analysis, hypotheses, testing, and prediction models, and apply them to business problems (Levels 4).	<u>Assessment Methods:</u> Summative: <table><tr><td>Written Project – Individual; 1,800-2,200 words</td><td>40%</td></tr><tr><td>Final Examination – essay type</td><td>60%</td></tr></table> Formative: <table><tr><td>Case studies, experiential exercises, short reports, analysis of articles</td><td>0</td></tr></table>	Written Project – Individual; 1,800-2,200 words	40%	Final Examination – essay type	60%	Case studies, experiential exercises, short reports, analysis of articles	0
	Written Project – Individual; 1,800-2,200 words	40%					
Final Examination – essay type	60%						
Case studies, experiential exercises, short reports, analysis of articles	0						
	<u>Taught and assessed in:</u> MA 2021 Applied Statistics (Level 4 - 15 UK Credits – Compulsory), 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. <u>Learning and Teaching Strategy:</u> In congruence with the Learning and Teaching strategy of the College, the following tools are used: <ul style="list-style-type: none">➤ Class lectures, interactive learning (class discussion, group work), video presentations, and practical problems solved in class.➤ Exercises and primary source documents are assigned as homework, the solutions of which are reviewed in class.➤ Office hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material.						

3A. Knowledge and understanding							
A.6.2. Demonstrate knowledge and understanding of methodological approaches, frameworks and tools in conducting research in a business context (Level 5).	<p>➤ Use of the blackboard site, where instructors post lecture notes, assignment instructions, timely announcements, as well as additional resources.</p> <p><u>Assessment Methods:</u> Assessment methods give students the opportunity to display knowledge and understanding and staff the opportunity to identify issues in either. Students get timely feedback (within 21 days) on their formative test and midterm exam by their lecturer.</p> <p>Summative:</p> <table border="1"> <tr> <td>Midterm Examination</td><td>40%</td></tr> <tr> <td>Final Examination</td><td>60%</td></tr> </table> <p>Formative:</p> <table border="1"> <tr> <td>1 Hour in class examination</td><td>0%</td></tr> </table> <p><u>Taught and assessed in:</u> BU 3233 Business Research Methods (15 UK Credits - Compulsory)</p> <p>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.</p> <p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none"> ➤ Training and use on the appropriate software applications necessary for the data analysis. ➤ Class lectures and seminar-style class discussion of key terms and concepts with appropriate examples. Use of case studies. ➤ Office hours: students are encouraged to make full use of the office hours of their instructor, where they can ask questions, see their exam paper, and/or go over lecture material. ➤ Use of blackboard site, where instructors post lecture notes, assignments instructions, timely announcements, as well as additional resources. 	Midterm Examination	40%	Final Examination	60%	1 Hour in class examination	0%
Midterm Examination	40%						
Final Examination	60%						
1 Hour in class examination	0%						

3A. Knowledge and understanding												
A.7. Demonstrate knowledge and understanding of the role and use of Information Systems and the ways in which they support operations, improve management decision-making, and help businesses gain competitive advantage, in either local or global context in any business environment, especially in the maritime and logistics environments. (Level 5)	<p><u>Assessment Methods:</u></p> <p>Summative:</p> <table border="1"> <tr> <td>Mid-term Exam (1-hour)</td><td>40%</td></tr> <tr> <td>Group research project (2,500 - 3,000 words)</td><td>60%</td></tr> </table> <p>Formative:</p> <table border="1"> <tr> <td>Project Research proposal (2 stages)</td><td rowspan="2">0%</td></tr> <tr> <td>Case studies, tests, assignment preparation</td></tr> </table> <p><u>Taught and assessed in:</u> CS 3051 Business Driven Information Technology (15 UK Credits – Compulsory)</p> <p>Business information systems concepts. Categories and types. Trends. The strategic impact of information systems and technologies on the business functions and the decision making process. Focus on shipping management and logistics management. Effective decision-making in implementing sustainable business/IT solutions.</p> <p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none"> ➤ Lectures and class discussions. Laboratory practical sessions. Laboratory sessions include practice in the design and development of databases, and usage of GIS and enterprise software. ➤ Office hours are held by the instructor to provide further assistance to students. ➤ Use of the Blackboard Learning platform, where instructors post lecture notes, assignment instructions, timely announcements, as well as additional resources. <p><u>Assessment Methods:</u></p> <p>Summative:</p> <table border="1"> <tr> <td>Written Project</td><td>50%</td></tr> <tr> <td>Final Examination: short answers to essay questions</td><td>50%</td></tr> </table> <p>Formative:</p>	Mid-term Exam (1-hour)	40%	Group research project (2,500 - 3,000 words)	60%	Project Research proposal (2 stages)	0%	Case studies, tests, assignment preparation	Written Project	50%	Final Examination: short answers to essay questions	50%
Mid-term Exam (1-hour)	40%											
Group research project (2,500 - 3,000 words)	60%											
Project Research proposal (2 stages)	0%											
Case studies, tests, assignment preparation												
Written Project	50%											
Final Examination: short answers to essay questions	50%											

3A. Knowledge and understanding								
<p>A.8. Demonstrate knowledge in the concepts, practices and principles related to shipping management and shipping operations (Levels 4 and 5)</p> <p>A.8.1. Demonstrate knowledge in the role of shipping and its importance to the global and Greek economy; know the fundamentals of shipping research, and understand the ensuing synergies among the stakeholders involved. (Level 4).</p>	Diagnostic test	0%						
	Case study discussions	0%						
	Computer lab assignments	0%						
	<p><u>Taught and assessed in: MG 1010 Introduction to Shipping (15 UK Credits - Compulsory)</u> The reasons for sea transport, the interactions with international trade, and fundamental concepts concerning the physical, economic and regulatory environment in which shipping operates.</p> <p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none">➤ Class lectures.➤ Experiential exercises on various shipping related issues.➤ Analysis and discussion of short cases in class.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.➤ Use of a Blackboard learning platform, where instructors post lecture notes, assignment instruction, timely announcements, as well as additional resources. <p><u>Assessment Methods:</u></p> <p>Summative:</p> <table><tr><td>Written Project; Individual; 1,000-1,200 words</td><td>40%</td></tr><tr><td>Final Examination; 2 hour, essay and problem solving</td><td>60%</td></tr></table> <p>Formative:</p> <table><tr><td>Case studies and/or team project exercises</td><td>0%</td></tr></table>		Written Project; Individual; 1,000-1,200 words	40%	Final Examination; 2 hour, essay and problem solving	60%	Case studies and/or team project exercises	0%
	Written Project; Individual; 1,000-1,200 words	40%						
	Final Examination; 2 hour, essay and problem solving	60%						
	Case studies and/or team project exercises	0%						

3A. Knowledge and understanding									
A.8.2. Demonstrate knowledge in the history of shipping and the factors that cause the rise and decline of maritime powers; discuss the progress of international and Greek shipping over the centuries. (Level 4).	<p><u>Taught and assessed in:</u> MG 2060 Maritime History (15 UK Credits - Compulsory) Historical dimension of the development of international and Greek shipping. Transition from sail to stream and beginning of modern fleets. Global shipping before and after World War II. Development of modern Greek and Greek owned fleet in last quarter of the 20th century.</p> <p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none">➤ Classes: Classes consist of lectures, discussions, case study analyses, possible field trips and the carrying of a major research project. Throughout the lectures students develop knowledge and understanding related to the subject content. Discussions reinforce students' cognitive and key transferable skills, as well as communication skills.➤ Office hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course's content. Also, students may contact the instructor via e-mail for any questions relevant to the lectures.➤ Use of Blackboard: The instructor will post lecture notes, additional teaching material and readings, as well as assignments instructions and announcements. <p><u>Assessment Methods:</u></p> <p>Summative:</p> <table><tr><td>Written Project; Individual; 1,000-1,200 words</td><td>40%</td></tr><tr><td>Final Examination; 2 hours, essay type</td><td>60%</td></tr></table> <p>Formative:</p> <table><tr><td>Mock Exam</td><td>0</td></tr><tr><td>Exercises</td><td>0</td></tr></table> <p><u>Taught and assessed in:</u> MG 2061 Maritime Operations and Ship Technology (15 UK Credits - Compulsory) The ship as the production unit of a shipping firm, key concepts associated with the technology of the vessel, the impact of voyage planning, compliance with international regulations, cost control and the human element in maritime operations.</p>	Written Project; Individual; 1,000-1,200 words	40%	Final Examination; 2 hours, essay type	60%	Mock Exam	0	Exercises	0
Written Project; Individual; 1,000-1,200 words	40%								
Final Examination; 2 hours, essay type	60%								
Mock Exam	0								
Exercises	0								
A.8.3. Demonstrate comprehensive knowledge of the characteristics and role of ship technology, an understanding of the ship's operations and the way these affect decision making in the shipping company (Levels 4)									

3A. Knowledge and understanding					
A.8.4. Analyze and synthesize with minimum guidance issues relating to maritime economics. (Level 5)	<u>Learning and Teaching Strategy:</u> <ul style="list-style-type: none">➤ Lectures➤ In-class discussion➤ Office Hours: Students are encouraged to contact the instructor via e-mail for further questions related to issues discussed during the class or in order to schedule an appointment.➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements.				
	Summative:				
	<table><tr><td>Written Project – Individual; 1,300-1,700 words</td><td>40%</td></tr><tr><td>Final Examination; 2 hours; essay type</td><td>60%</td></tr></table>	Written Project – Individual; 1,300-1,700 words	40%	Final Examination; 2 hours; essay type	60%
	Written Project – Individual; 1,300-1,700 words	40%			
	Final Examination; 2 hours; essay type	60%			
Formative:					
<table><tr><td>Mock exam</td><td>0%</td></tr><tr><td>Team work presentations</td><td>0%</td></tr></table>	Mock exam	0%	Team work presentations	0%	
Mock exam	0%				
Team work presentations	0%				
<u>Taught and assessed in:</u> EC 3227 Maritime Economics (15 UK Credits - Compulsory). Introduction to maritime economics. Shipping market and shipping company economics, seaborne trade and transport systems, the merchant fleet and transport supply, and elements of maritime forecasting and market research. Fundamental economic concepts related to shipping trade; insight into the economic mechanics of the shipping market.					
<u>Learning and Teaching Strategy:</u>					

3A. Knowledge and understanding			
A.8.5. Demonstrate knowledge of port planning, organization and management, understand port competition, and the position of ports in the logistics and supply chain. (Level 5).	<ul style="list-style-type: none">➤ Primarily class lectures; interactive learning (class discussions, group work) video presentations, and practical problems solved in class.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.➤ Use of a Blackboard learning platform, where instructors post lecture notes, assignment instructions, timely announcements, as well as additional resources.		
	<u>Assessment Methods:</u>		
	In-class, 1-hour, “diagnostic test - formative	0%	Problems/essay questions combination (choice: 3 out of 5)
	In-class midterm examination (1-hour)- summative	40%	Problems/essay questions combination (choice: 3 out of 5)
	Final examination (2-hour, comprehensive) - summative	60%	Problems/essay questions combination (choice: 4 out of 5)
<u>Taught and assessed in:</u> MG 3059 Port Administration and Logistics (15 UK Credits - Compulsory)			
Port organization, function, operations and management, port planning, port competition and pricing, modern logistics and the position of ports in the logistics and supply chain.			
<u>Learning and Teaching Strategy:</u>			
<ul style="list-style-type: none">➤ Class lectures.➤ Experiential exercises on various shipping related issues.➤ Analysis & Discussion of short cases in class.➤ Collaborative in-class small projects➤ Simulation and specialized video presentations.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.➤ Use of a Blackboard learning platform, where instructors post lecture notes, assignment instruction, timely announcements, as well as additional resources.			

3A. Knowledge and understanding		
A.8.6. Demonstrate comprehensive knowledge of the policies and regulatory frameworks that influence the shipping industry and analyze contemporary challenges at national, regional and global levels (Level 5).	<u>Assessment Methods:</u>	
	Summative:	
	Written Project; Individual; 1,300-1,700 words	40%
	Final Examination; 2 hours, essay type	60%
	Formative:	
	Coursework - case studies and experiential exercises	0%
	In-class 1-hour “diagnostic” test - formative	0%
	<u>Taught and assessed in: MG 3058 International Shipping Policy (15 UK Credits - Optional)</u>	
	International and European Union policies and regulatory frameworks that influence the developments in the shipping industry. Protection of human life, the marine environment, and property at sea. Responsibilities of states and private operators. Elements of risk management in shipping. The roles of international organizations and relevant conventions.	
	<u>Learning and Teaching Strategy:</u>	
<ul style="list-style-type: none">➤ Lectures.➤ In-class discussions➤ Problem solving exercises➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements.		
<u>Assessment Methods:</u>		
Summative:		
Written Project; Individual; 1,300-1,700 words	40%	
Final Examination: 2-hour; essay type	60%	

3A. Knowledge and understanding				
A.8.7. Analyse the key elements of transportation systems and examine their synergies with demand and supply, costing and pricing strategies. (Level 5).	Formative:			
	<table><tr><td>In-class, 1-hour, “diagnostic test”</td><td>0%</td></tr></table>	In-class, 1-hour, “diagnostic test”	0%	
	In-class, 1-hour, “diagnostic test”	0%		
	<u>Taught and assessed in:</u> LM 3030 Transportation Systems (15 UK Credits-Compulsory)			
	Transportation systems; key principles governing transportation planning; transportation and logistics concepts.			
	Learning and Teaching Strategy:			
	<ul style="list-style-type: none">➤ Classes consist of lectures, discussions, collaborative in-class small projects and specialized video presentations. Throughout the lectures students develop knowledge and understanding related to the subject content. Discussions and collaborative in-class small projects reinforce students’ cognitive and key transferable skills. Specialized video presentations familiarize students with professional skills and further develop their cognitive skills.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course's content.➤ Use of blackboard site, where instructors post lecture notes, assignments instructions, timely announcements, as well as additional resources.			
	Assessment Methods:			
	Summative:			
	<table><tr><td>Written project – individual; 1,300-1,700 words</td><td>40</td></tr><tr><td>Final Examination (2-hour)</td><td>60</td></tr></table>	Written project – individual; 1,300-1,700 words	40	Final Examination (2-hour)
Written project – individual; 1,300-1,700 words	40			
Final Examination (2-hour)	60			
Formative:				
<table><tr><td>Coursework - case studies and experiential exercises</td><td>0</td></tr><tr><td>In-class 1-hour “diagnostic” test - formative</td><td>0</td></tr></table>	Coursework - case studies and experiential exercises	0	In-class 1-hour “diagnostic” test - formative	0
Coursework - case studies and experiential exercises	0			
In-class 1-hour “diagnostic” test - formative	0			

3A. Knowledge and understanding									
<p>A.8.8. Critically assess and integrate the principles, concepts and applications in areas related to shipping management (Level 6).</p> <p>A.8.8.1. Demonstrate comprehensive knowledge of legal aspects of national and international shipping, issues pertinent to the legal regime of vessels and to the activities supporting maritime navigation and evaluate the position of the legislation and case-law concerning the protection of various interests involved with shipping. (Level 6)</p>	<p>Taught and assessed in: MG 4292 Shipping and Marine Insurance Law and Practice (15 UK Credits - Compulsory)</p> <p>Legal aspects of national and international shipping. Legal structure of shipping companies, shipping contracts, legal aspects of ship finance, national, EU and International regulatory framework of shipping, marine insurance, collisions, pilotage, towage, salvage, general average, marine pollution, limitation of liability of the ship-owner.</p> <p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none"> ➤ Lectures. ➤ In-class discussion. ➤ Office Hours: Students are encouraged to contact the instructor via e-mail for further questions related to issues discussed during the class or in order to schedule an appointment. ➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements. <p><u>Assessment Methods:</u></p> <p>Summative:</p> <table border="1"> <tr> <td>Written Project; Individual; 1,800-2,200 words</td><td>40%</td></tr> <tr> <td>Final Examination; 2 hour, essay type</td><td>60%</td></tr> </table> <p>Formative:</p> <table border="1"> <tr> <td>Coursework - case studies and experiential exercises; written project presented during class</td><td>0%</td></tr> <tr> <td>In-class 1-hour "diagnostic" test - formative</td><td>0%</td></tr> </table>	Written Project; Individual; 1,800-2,200 words	40%	Final Examination; 2 hour, essay type	60%	Coursework - case studies and experiential exercises; written project presented during class	0%	In-class 1-hour "diagnostic" test - formative	0%
Written Project; Individual; 1,800-2,200 words	40%								
Final Examination; 2 hour, essay type	60%								
Coursework - case studies and experiential exercises; written project presented during class	0%								
In-class 1-hour "diagnostic" test - formative	0%								

3A. Knowledge and understanding											
A.8.8.2. Demonstrate comprehensive knowledge of issues pertinent to the organization, structure, operation and practice of the shipping finance market. Evaluate the parameters involved with shipping finance and debt/equity structure. (Level 6)	<u>Taught and assessed in:</u> MG 4316 Maritime Financial Management (15 UK Credits - Compulsory) The shipping finance market. Models of ship (asset) valuation. Sources of ship financing. Debt/equity structure decisions of a shipping company. <u>Learning and Teaching Strategy:</u> <ul style="list-style-type: none">➤ Lectures.➤ In-class discussion.➤ Office Hours: Students are encouraged to contact the instructor via e-mail for further questions related to issues discussed during the class or in order to schedule an appointment.➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements. <u>Assessment Methods:</u> <table><tr><td>Coursework - formative</td><td>0%</td><td>case studies analyses and in-class presentations, short essay assignments</td></tr><tr><td>Written project - summative</td><td>40%</td><td>Individual; 1,800-2,200 words</td></tr><tr><td>Final examination - summative</td><td>60%</td><td>2 hour, essay type</td></tr></table>		Coursework - formative	0%	case studies analyses and in-class presentations, short essay assignments	Written project - summative	40%	Individual; 1,800-2,200 words	Final examination - summative	60%	2 hour, essay type
	Coursework - formative	0%	case studies analyses and in-class presentations, short essay assignments								
Written project - summative	40%	Individual; 1,800-2,200 words									
Final examination - summative	60%	2 hour, essay type									
A.8.8.3. Demonstrate comprehensive knowledge of issues pertinent to the regime and practice governing international trade and the carriage of goods by sea, and evaluate the range of choices that are at the disposal of the stakeholders concerned. (Level 6)	<u>Taught and assessed in:</u> MG 4112 Carriage of Goods by Sea and Law of International Trade (15 UK Credits - Compulsory) The framework of international trade and of carriage of goods by sea pursuant to an international sale of goods contract and the fundamental concepts concerning liabilities of parties in the procedure of transportation of those goods.										

3A. Knowledge and understanding					
<p>A.8.8.4. Demonstrate comprehensive knowledge of the terminology, essential elements and dynamics of shipbroking and chartering practices. Assess chartering decisions in the bulk and liner markets. (Level 6)</p>	<p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none">➤ Lectures.➤ In-class discussion.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements. <p><u>Assessment Methods:</u></p>				
	<table><tr><td>Summative: Written Project; Individual; 1,800-2,200 words</td><td>40%</td></tr><tr><td>Final Examination; 2 hour, essay type</td><td>60%</td></tr></table>	Summative: Written Project; Individual; 1,800-2,200 words	40%	Final Examination; 2 hour, essay type	60%
	Summative: Written Project; Individual; 1,800-2,200 words	40%			
	Final Examination; 2 hour, essay type	60%			
	<table><tr><td>Formative: Coursework - case studies and experiential exercises; written project presented during class</td><td>0%</td></tr><tr><td>In-class 1-hour “diagnostic” test - formative</td><td>0%</td></tr></table>	Formative: Coursework - case studies and experiential exercises; written project presented during class	0%	In-class 1-hour “diagnostic” test - formative	0%
Formative: Coursework - case studies and experiential exercises; written project presented during class	0%				
In-class 1-hour “diagnostic” test - formative	0%				
<p><u>Taught and assessed in:</u> MG 4169 Shipbroking and Chartering (15 UK Credits - Optional)</p> <p>Dry-bulk and tanker chartering, sale and purchase of ships. Charter party negotiations, contract documentation and post fixture operational administration.</p>					
<p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none">➤ Lectures.➤ In-class discussions					

3A. Knowledge and understanding					
A.8.8.5. Demonstrate comprehensive knowledge of managerial, operational, and environmental aspects of shipping activities. Synthesize and evaluate knowledge gained in other modules so as to manage effectively a contemporary shipping or related company. (Level 6)	<ul style="list-style-type: none">➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements.				
	Assessment Methods:				
	Summative:				
	<table><tr><td>Written project; Individual; 1,800-2,200 words</td><td>40%</td></tr><tr><td>Final Examination- essay type questions</td><td>60%</td></tr></table>	Written project; Individual; 1,800-2,200 words	40%	Final Examination- essay type questions	60%
	Written project; Individual; 1,800-2,200 words	40%			
Final Examination- essay type questions	60%				
Formative:					
<table><tr><td>Coursework - case studies and experiential exercises</td><td>0%</td></tr><tr><td>In-class 1-hour “diagnostic” test - formative</td><td>0%</td></tr></table>	Coursework - case studies and experiential exercises	0%	In-class 1-hour “diagnostic” test - formative	0%	
Coursework - case studies and experiential exercises	0%				
In-class 1-hour “diagnostic” test - formative	0%				
	<p><u>Taught and assessed in:</u> MG 4880 Seminar in Shipping Management (capstone) (15 UK Credits - Compulsory)</p> <p>Capstone course with special emphasis on the role and scope of modern management in the shipping sector. Insight into the mechanisms of the different shipping markets and the decision making of the ship-owner. Managerial, operational, and environmental aspects of national and international shipping activities.</p>				
	<p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none">➤ Regular lectures, interactive group discussions and feedback sessions on submitted student work. A substantial amount of time is devoted to supervising student projects. The major learning activity is an individual research project conducted on a topic of shipping management, approved by the instructor, which will include a limited field study.➤ Office Hours: Students are encouraged to contact the instructor via e-mail for further questions related to issues discussed during the class or in order to schedule an appointment.				

3A. Knowledge and understanding				
<p>A.8.9. Critically evaluate concepts and frameworks in two of the following areas and explain and evaluate the impact(s) on shipping management. (Level 6)</p> <p>A.8.9.1. Demonstrate comprehensive knowledge of cross cultural management principles and the impact of cultures on management practice in the shipping industry and critically evaluate strategies for managing international teams and projects. (Level 6)</p>	<p>➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements.</p>			
	<p><u>Assessment Methods:</u></p>			
	<p>Summative:</p>			
	<table><tr><td>Major Written Project: Individual assignment; 5,000-5,500 words</td><td>100%</td></tr></table>	Major Written Project: Individual assignment; 5,000-5,500 words	100%	
	Major Written Project: Individual assignment; 5,000-5,500 words	100%		
	<p>Formative:</p>			
<table><tr><td>Course work: Interactive group discussions and feedback sessions on work submitted</td><td>0%</td></tr></table>	Course work: Interactive group discussions and feedback sessions on work submitted	0%		
Course work: Interactive group discussions and feedback sessions on work submitted	0%			
	<p><u>Taught and assessed in:</u> MG 4168 Cross Cultural Management in the Shipping Industry (15 UK Credits - Optional)</p> <p>Managerial perspective of cross-cultural interaction, communication, conflict resolution, leadership and teamwork of culturally diverse teams, culture and structure of multicultural crews, teams, and international assignments in shipping.</p>			
	<p><u>Learning and Teaching Strategy:</u></p> <p>➤ Lectures.</p> <p>➤ In-class discussions</p> <p>➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.</p> <p>➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements.</p>			

3A. Knowledge and understanding															
A.8.9.2 Demonstrate comprehensive knowledge of the models and patterns of international trade and critically evaluate issues surrounding the global economic integration. (Level 6)	<u>Assessment Methods:</u> Summative: <table><tr><td>Midterm Examination, essay type questions</td><td>40%</td></tr><tr><td>Written Project; Individual; 2,200-2,500 words</td><td>60%</td></tr></table> Formative: <table><tr><td>Exercises, Case studies</td><td>0%</td></tr><tr><td>Mock Examination</td><td>0%</td></tr></table> <u>Taught and assessed in: EC 4231 International Trade (15 UK Credits - Optional)</u> Theory of international trade and commercial policy: static and dynamic analysis of trade patterns; international factor movements and multinational enterprises; welfare gains from trade; instruments and political economy of trade policy; preferential trade agreements. <u>Learning and Teaching Strategy:</u> <ul style="list-style-type: none">➤ Class lectures.➤ Discussion of articles in class.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.➤ Use of a Blackboard learning platform, where instructors post lecture notes, assignment instruction, timely announcements, as well as additional resources. <u>Assessment Methods:</u> Summative: <table><tr><td>Mid-term examination</td><td>40%</td></tr><tr><td>Final Examination</td><td>60%</td></tr></table> Formative: <table><tr><td>In-class 1-hour “diagnostic” test - formative</td><td>0%</td></tr></table>	Midterm Examination, essay type questions	40%	Written Project; Individual; 2,200-2,500 words	60%	Exercises, Case studies	0%	Mock Examination	0%	Mid-term examination	40%	Final Examination	60%	In-class 1-hour “diagnostic” test - formative	0%
	Midterm Examination, essay type questions	40%													
Written Project; Individual; 2,200-2,500 words	60%														
Exercises, Case studies	0%														
Mock Examination	0%														
Mid-term examination	40%														
Final Examination	60%														
In-class 1-hour “diagnostic” test - formative	0%														
A.8.9.3. Demonstrate comprehensive knowledge of the role of supply chain management in contemporary															

3A. Knowledge and understanding										
organizations, and evaluate key issues and challenges. (Level 6)	<u>Taught and assessed in:</u> MG 4242 Supply Chain Management (15 UK Credits - Optional) Design and management of complex supply chain systems. Systems approach to the management of all activities involved in physically moving raw materials. In-process and finished-goods inventories from point of origin to point of use or consumption.									
	<u>Learning and Teaching Strategy:</u> <ul style="list-style-type: none">➤ Classes consist of lectures, discussions, collaborative in-class small projects. Throughout the lectures students develop knowledge and understanding related to the subject content. Discussions and collaborative in-class small projects reinforce students' cognitive and key transferable skills.➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course's content.➤ Use of blackboard site, where instructors post lecture notes, assignments instructions, timely announcements, as well as additional resources. <u>Assessment Methods:</u> <table><tr><td>Coursework- formative</td><td>0%</td><td>Diagnostic test, case studies and problem-solving exercises</td></tr><tr><td>Written project - summative</td><td>40%</td><td>Individual; 1,800 – 2,200 words</td></tr><tr><td>Final examination (2-hour) - summative</td><td>60%</td><td>Essay type; problem-solving</td></tr></table>		Coursework- formative	0%	Diagnostic test, case studies and problem-solving exercises	Written project - summative	40%	Individual; 1,800 – 2,200 words	Final examination (2-hour) - summative	60%
Coursework- formative	0%	Diagnostic test, case studies and problem-solving exercises								
Written project - summative	40%	Individual; 1,800 – 2,200 words								
Final examination (2-hour) - summative	60%	Essay type; problem-solving								
A.8.9.4. Select and apply interdisciplinary project management techniques in order to obtain highly effective and efficient project outcomes. (Level 6)	<u>Taught and assessed in:</u> MG 4157 Project Management (15 UK Credits-Compulsory) Project management as an interdisciplinary and cross-functional activity in an organization. Emphasis on the relationship of projects to the management of change and to the approaches and roles required to achieve successful implementation. <u>Learning and Teaching Strategy:</u> In congruence with the teaching and learning strategy of the college, the following tools are used:									

3A. Knowledge and understanding		
A.8.9.5. Demonstrate comprehensive knowledge and understanding of business negotiation concepts, approaches and practices used in dynamic domestic and international settings. (Level 6)	<ul style="list-style-type: none"> ➤ Classes consist of: lectures, class discussions, and review of cases taken from the real world and applicable to specific theoretical concepts and lab sessions on project management software (MS-Project). ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor in order to consult and discuss issues related to the course content. ➤ Use of the Blackboard learning platform: in order to enhance the teaching and learning process, instructors may use the site to post their announcements, upload related course material, lecture notes, assignment instructions and additional resources. 	
	<u>Assessment Methods:</u>	
	Coursework- formative	0% Short answers to essay questions
	Project - summative	40% individual; 1,800-2,200 words
	Final examination (2-hour) - summative	60% Essay type
<p><u>Taught and assessed in: MG 4123 Business Negotiation (15 UK Credits-Optional)</u></p> <p>The negotiation process: negotiation and management, power and influence, development of international business agreements, corporate diplomacy, dynamics of bargaining in national and international contexts, negotiations decisions. Emphasis is on developing knowledge of negotiating approaches and practical skills in applying that knowledge to a variety of situations.</p> <p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none"> ➤ Lectures, simulation exercises, student presentations, case studies. Classes consist of lectures followed by a number of simulation exercises and specific case studies. They are drawn from a wide variety of contemporary contexts real estate development, lawsuit 		

3A. Knowledge and understanding		
<p>A.8.9.6. Analyse and assess the internal operations aspects, functions and processes of organizations; apply relevant operations management theories, models, frameworks, together with rational analysis and other processes of decision making within organizations. (Level 6)</p>	<p>settlement, auctions, environmental permit trading, and joint ventures, among others. These are sequenced to illustrate specific aspects of complexity in negotiation.</p> <p>➤ Simulation exercises, based on real or fictional events, are a key point to the course. Therefore, class participation and communication activities also constitute a significant part of the learning activities</p>	
	<p><u>Assessment Methods:</u></p>	
	<p>Formative:</p>	
	Case studies, experiential exercises, and articles reviews	0%
	<p>Summative:</p>	
	Written project: individual assessment;	40%
	Final Examination (2-hour): essay type	60%
	<p><u>Taught and assessed in: MG 4343 Operations Management (15 UK Credits- Compulsory)</u></p> <p>Key elements of operations management as they apply to the production of goods and services offered by manufacturing or service organizations. Topics include nature and context of operations management, product design and process selection design of facilities and jobs, managing the supply chain, and revising the system.</p> <p><u>Learning and Teaching Strategy:</u></p> <p>➤ Class lecture, interactive learning and practical problems solved in class.</p> <p>➤ Exercises assigned as homework.</p> <p>➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.</p>	

3A. Knowledge and understanding		
<p>A.8.9.7. Demonstrate comprehensive knowledge and understanding of short sea shipping and its interrelation with environmental, economic and political factors. Explain trade routes and regulations related to motorways of the sea; compare with land-based transport. (Level 6)</p>	<p>➤ Use of a Blackboard learning platform, where instructors post lecture notes, assignment instruction, timely announcements, as well as additional resources.</p>	
	<p><u>Assessment Methods:</u></p>	
	Coursework (one in class “diagnostic” examination) – formative	0 Problem-solving exercises
	Written project – summative	40 individual; 1,800-2,200 words
	Final examination (2-hour) - summative	60 Problem-solving exercises and essay questions
<p><u>Taught and assessed in:</u> MG 4087 Short Sea Shipping (15 UK Credits - Optional) Characteristics of short sea shipping, and fundamental concepts with regard to its internal and external environment. Ship types and major trade routes. Comparison with land based transport, policy background, regulations affecting short sea shipping and economic factors associated with Motorways of the Sea.</p>		
<p><u>Learning and Teaching Strategy:</u></p> <ul style="list-style-type: none"> ➤ Lectures. ➤ In-class discussions ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material. ➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements. 		
<p><u>Assessment Methods:</u></p>		

3A. Knowledge and understanding		
A.8.9.8. Demonstrate comprehensive knowledge and understanding in cruise shipping, analyze contemporary trends, and evaluate critical issues that are associated with cruise operations. (Level 6)	Summative:	
	Written Project; Individual; 1,800-2,200 words	40%
	Final Examination, essay type questions	60%
	Formative:	
	Coursework (Case studies and experiential exercises; written project presented during class)	0%
	Taught and assessed in: MG 4071 Cruise Shipping (15 UK Credits - Optional)	
	Overview of the cruise industry and its history. Demand and supply dynamics. Economic, social, legal and environmental contexts. Security and risk assessment of cruise ships.	
	<u>Learning and Teaching Strategy:</u>	
	<ul style="list-style-type: none">➤ Lectures.➤ In-class discussions➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements.	
	<u>Assessment Methods:</u>	
Summative:		
Written Project; Individual; 1,800-2,200 words	40%	
Final Examination, essay type questions	60%	
Formative:		

3A. Knowledge and understanding		
A.8.9.9. Demonstrate comprehensive knowledge and understanding of the concepts, practices and procedures related to manning, crewing and managing maritime human resources in a shipping company; analyze a maritime human resource management system and evaluate its effectiveness. (Level 6)	Coursework (Case studies and experiential exercises; written project presented during class)	0%
	Taught and assessed in: MG 4270 Maritime Human Resource Management (15 UK Credits - Optional)	
	Managing maritime human resources for the sustainable competitive advantage of shipping companies. Characteristics of the seagoing and shore-based workforce. Special emphasis in analyzing the importance of a unified and coherent maritime human resource management system.	
	Learning and Teaching Strategy:	
	<ul style="list-style-type: none">➤ Lectures.➤ In-class discussions➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material.➤ Blackboard Course Management System: the instructor uses the course management system to post lecture notes, PowerPoint presentations, assignment instructions, additional readings, and important announcements.	
	Assessment Methods:	
	Summative:	
	Final Examination, essay type questions	30%
	Written Project; Individual; 2,500-3,000 words	70%
	Formative:	
Exercises, case studies	0%	
Mock examination	0%	

3B. Cognitive skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
B1. Locate, extract, analyze data from library and other resources including the acknowledgement and referencing of sources. (Levels 4, 5, 6)	<p><u>Taught and assessed in:</u></p> <p>MG 1010 Introduction to Shipping MG 2060 Maritime History MG 2061 Maritime Operations and Ship Technology</p> <p>BU 3233 Business Research Methods CS 3051 Business Driven Information Technology LM 3030 Transportation Systems MG 3034 Managing People and Organizations MG 3058 International Shipping Policy MG 3059 Port Administration and Logistics</p> <p>MG 4123 Business Negotiations MG 4157 Project Management MG 4242 Supply Chain Management MG 4343 Operations Management MG 4071 Cruise Shipping MG 4087 Short Sea Shipping MG 4168 Cross-Cultural Management in Shipping MG 4169 Shipbroking and Chartering MG 4112 Carriage of Goods by Sea and Law of International Trade MG 4270 Maritime Human Resource Management MG 4292 Shipping and Marine Insurance Law and Practice MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 4880 Seminar in Shipping Management</p>

3B. Cognitive skills	
B2. Interpret, analyze, and solve structured problems, and to a limited extent unstructured problems, from a generated data set. (Levels 4 and 5)	<p><u>Taught and assessed in:</u></p> <p>AF 2006 Financial Accounting BU 2002 Business Legal Issues LM 2020 Introduction to Logistics and Supply Chain Management MG 1010 Introduction to Shipping MG 2003 Management Principles MA 2021 Applied Statistics MG 2061 Maritime Operations and Ship Technology</p> <p>CS 3051 Business Driven Information Technology FN 3105 Foundations of Corporate BU 3233 Business Research Methods LM 3030 Transportation Systems MG 3058 International Shipping Policy MG 3059 Port Administration and Logistics</p>
B3. Develop and critically evaluate arguments and evidence including identifying assumptions and detecting false logic. (Levels 5 and 6)	<p><u>Taught and assessed in:</u></p> <p>BU 3233 Business Research Methods LM 3030 Transportation Systems MG 3034 Managing People and Organizations MG 3058 International Shipping Policy MG 3059 Port Administration and Logistics</p> <p>MG 4123 Business Negotiations MG 4157 Project Management MG 4242 Supply Chain Management MG 4343 Operations Management MG 4071 Cruise Shipping MG 4087 Short Sea Shipping MG 4168 Cross-Cultural Management in Shipping MG 4169 Shipbroking and Chartering MG 4112 Carriage of Goods by Sea and Law of International Trade MG 4270 Maritime Human Resource Management</p>

3B. Cognitive skills	
	MG 4292 Shipping and Marine Insurance Law and Practice MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 4880 Seminar in Shipping Management
B4. Analyze and evaluate ethical choices. Assess the moral and ethical dimensions of actions, persons, and business practices and develop an awareness of and framework for ethical decision-making. (Levels 4, 5, and 6)	<u>Taught and assessed in:</u> MG 2003 Management Principles CS 3051 Business Driven Information Technology MG 3034 Managing People and Organizations MG 4415 Strategic Management MG 4880 Seminar in Shipping Management Discussion of ethics and ethical choices is embedded in most modules.
B5. Apply critical thinking to create, evaluate and assess a range of options in solving complex problems. (Level 6)	<u>Taught and assessed in:</u> EC 4231 International Trade MG 4123 Business Negotiations MG 4157 Project Management MG 4242 Supply Chain Management MG 4343 Operations Management MG 4071 Cruise Shipping MG 4087 Short Sea Shipping MG 4168 Cross-Cultural Management in Shipping MG 4169 Shipbroking and Chartering MG 4112 Carriage of Goods by Sea and Law of International Trade MG 4270 Maritime Human Resource Management

3B. Cognitive skills	
B6. Synthesize and apply the knowledge, utilize and develop the skills and abilities, gained in the various business and non-business modules taken during the undergraduate program of study. (Level 6)	MG 4292 Shipping and Marine Insurance Law and Practice MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 4880 Seminar in Shipping Management <u>Taught and assessed in:</u> MG 4415 Strategic Management MG 4880 Seminar in Shipping Management

3C. Practical and professional skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
C1. Use numeric skills, including quantitative financial techniques, in problem solving of increasing complexity and with increasing autonomy depending on the course level. (Levels 4, 5, and 6)	<u>Taught and assessed in:</u> MA 2021 Applied Statistics AF 2006 Financial Accounting LM 2020 Introduction to Logistics and Supply Chain Management MG 2061 Maritime Operations and Ship Technology BU 3233 Business Research Methods FN 3105 Foundations of Corporate Finance LM 2020 Introduction to Logistics and Supply Chain Management MG 4242 Supply Chain Management MG 4343 Operations Management MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 4880 Seminar in Shipping Management

3C. Practical and professional skills	
C2. Make use of information technology effectively to retrieve, process, analyze and communicate information. (Level 5)	<p><u>Taught and assessed in:</u></p> <p>CS 3051 Business Driven Information Technology</p> <p>The use information technology is embedded throughout the curriculum.</p>
C3. Make use of qualitative and/or quantitative tools in analyzing and solving financial and managerial problems. (Levels 4, 5 and 6)	<p><u>Taught and assessed in:</u></p> <p>AF 2006 Financial Accounting MA 2021 Applied Statistics MG 2061 Maritime Operations and Ship Technology LM 2020 Introduction to Logistics and Supply Chain Management</p> <p>BU 3233 Business Research Methods FN 3105 Foundations of Corporate Finance</p> <p>MG 4123 Business Negotiations MG 4157 Project Management MG 4242 Supply Chain Management MG 4343 Operations Management MG 4415 Strategic Management</p>

3C. Practical and professional skills	
C.4. Utilize tools and techniques to analyze shipping management needs (Levels 4 and 5).	<p><u>Taught and assessed in:</u></p> <p>MG 1010 Introduction to Shipping MG 2060 Maritime History MG 2061 Maritime Operations and Ship Technology</p> <p>LM 3030 Transportation Systems MG 3058 International Shipping Policy MG 3059 Port Administration and Logistics</p>
C.5 Utilize tools and techniques for design and development of shipping management (Level 6).	<p><u>Taught and assessed in:</u></p> <p>LM 2020 Introduction to Logistics and Supply Chain Management MG 1010 Introduction to Shipping MG 2061 Maritime Operations and Ship Technology</p> <p>MG 4071 Cruise Shipping MG 4087 Short Sea Shipping MG 4168 Cross-Cultural Management in Shipping MG 4169 Shipbroking and Chartering MG 4112 Carriage of Goods by Sea and Law of International Trade MG 4270 Maritime Human Resource Management MG 4292 Shipping and Marine Insurance Law and Practice MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 4880 Seminar in Shipping Management</p>
C6. Calculate voyage costs and revenue (Levels 4, 5 and 6).	<p><u>Taught and assessed in:</u></p> <p>MG 2061 Maritime Operations and Ship Technology</p>

3C. Practical and professional skills	
C7. Formulate shipping management policies (Levels 5 and 6).	LM 3030 Transportation Systems MG 4316 Maritime Financial Management MG 4169 Shipbroking and Chartering MG 4087 Short Sea Shipping <u>Taught and assessed in:</u> MG 3059 Port Administration and Logistics MG 3058 International Shipping Policy MG 4316 Maritime Financial Management MG 4087 Short Sea Shipping MG 4168 Cross Cultural Management in Shipping MG 4415 Strategic Management MG 4880 Seminar in Shipping Management MG 4270 Maritime Human Resource Management
	<u>Taught and assessed in:</u> FN 3105 Foundations of Corporate Finance MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 4880 Seminar in Shipping Management

3C. Practical and professional skills	

3D. Key/transferable skills	
Learning outcomes:	Learning and teaching strategy/ assessment methods
D1. Communicate ideas effectively in a professional context (Levels 4, 5, and 6)	<u>Taught and assessed in:</u> MG 1010 Introduction to Shipping MG 2060 Maritime History MG 2061 Maritime Operations and Ship Technology LM 2020 Introduction to Logistics and Supply Chain Management BU 3233 Business Research Methods CS 3051 Business Driven Information Technology MG 3034 Managing People and Organizations MG 3058 International Shipping Policy MG 3059 Port Administration and Logistics LM 3030 Transportation Systems MG 4123 Business Negotiations MG 4157 Project Management MG 4242 Supply Chain Management MG 4343 Operations Management MG 4071 Cruise Shipping MG 4087 Short Sea Shipping MG 4168 Cross-Cultural Management in Shipping

3D. Key/transferable skills	
D2. Develop interpersonal, teamwork and/or leadership skills. Work effectively with others in small groups or teams. (Levels 5)	MG 4169 Shipbroking and Chartering MG 4112 Carriage of Goods by Sea and Law of International Trade MG 4270 Maritime Human Resource Management MG 4292 Shipping and Marine Insurance Law and Practice MG 4316 Maritime Financial Management MG 4415 Strategic Management MG 4880 Seminar in Shipping Management <u>Taught and assessed in:</u> BU 3233 Business Research Methods
D3. Reflect intellectually and become an independent self-managed lifelong learner. (Levels 4, 5 and 6)	<u>Developed and reinforced throughout the curriculum.</u>
D4. Use information technology in the shipping context. (Levels 4, 5 and 6).	<u>Taught and assessed in:</u> MG 2061 Maritime Operations and Ship Technology LM 2020 Introduction to Logistics and Supply Chain Management CS 3051 Business Driven Information Technology MG 3059 Port Administration and Logistics LM 3030 Transportation Systems MG 4880 Seminar in Shipping Management

4. Programme Structure

Programme Structure - LEVEL 4			
Compulsory modules	Credit points	Optional modules	Credit points
AF 2006 FINANCIAL ACCOUNTING	20	None	
BU 2002 BUSINESS LEGAL ISSUES	10		
LM 2020 INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT	15		
MA 2021 APPLIED STATISTICS	15		
MG 1010 INTRODUCTION TO SHIPPING	15		
MG 2061 MARITIME OPERATIONS AND SHIP TECHNOLOGY	15		
MG 2060 MARITIME HISTORY	15		
MG 2003 MANAGEMENT PRINCIPLES	15		
Optional Modules: NONE	120		
SUBTOTAL	120		
TOTAL LEVEL 4	120		

Exit award available at this point: Certificate of Higher Education in Shipping / 120 minimum UK credits

Certificate of Higher Education in Shipping Management

In accordance with the framework for higher education qualifications, the holder of a Certificate of Higher Education in Shipping Management will have a sound knowledge of the basic concepts of Shipping Management and will have learned how to apply different business functions to solving problems. He or she will be able to communicate accurately and will have the qualities needed for employment requiring the exercise of some personal responsibility.

Certificates of Higher Education in Shipping Management are awarded to students who have demonstrated:

- i) Knowledge of the underlying concepts and principles associated with all Shipping Management functions, and an ability to evaluate and interpret these within internal and external business contexts;
- ii) An ability to retrieve, analyse, interpret, and present qualitative and quantitative data, to develop lines of argument and make sound judgments in accordance with basic theories and concepts of Shipping Management.

Typically, holders of the qualification will be able to:

- a) apply a wide variety of Shipping Management functions to solving basic business-related problems;
- b) communicate the results of their study/work accurately and reliably, with coherent arguments, orally and in writing;
- c) undertake further training and develop new skills within a structured and managed environment;

and will have:

- d) qualities and transferable skills necessary for employment requiring the exercise of some personal responsibility.

Upon completion of level 4 (120 credits or 8 modules), students will be able to i) recognize and be familiar with key Shipping Management functions and the impact of the external environment on business, and ii) apply basic statistical techniques to Shipping Management.

Specifically, holders of the Certificate of Higher Education in Shipping Management will be able to demonstrate knowledge and understanding of:

- Basic tools in statistics (MA 202)
- The legal environment for business (BU 2002)
- Management theories, concepts, principles, practices and the various environmental contexts (MG 2003)
- The fundamentals of shipping management, maritime operations, ship technology and the concepts concerning the physical, economic and regulatory environment in which shipping operates (MG 1010, MG 2061)
- Accounting transactions and non-complex financial statements (AF 2006)
- The historical dimension of the development of international and Greek shipping in modern times (MG 2060)
- Basic principles, functions, context, importance and impact of logistics and supply chain management. (LM 2020)

In addition, they will have the following cognitive, practical/professional and key/transferable skills:

- They will be able to locate, extract, and analyse data from library and other resources including the acknowledgement and referencing of sources. (MG 2060, MG 2061, MG 1010)
- They will be able to interpret, analyse, and solve structured problems, and to a limited extent unstructured problems, from a generated data set. (MG 1010, BU 2002, LM 2020, MG 2003, MA 2021, AF 2006, MG 2061)
- They will be able to analyse and evaluate ethical choices in business. (MG 2003)
- They will be able to use numeric skills, including quantitative financial techniques, in solving complex problems. (AF 2006, MA 2021, LM 2020, MG 2061)
- They will be able to use Information Technology effectively to retrieve, process, analyse and communicate information with guidance (all modules)
- They will be able to use qualitative and/or quantitative tools in analyzing and solving financial and managerial problems (AF 2006, LM 2020, MA 2021, MG 2061)
- They will be able to utilize tools and techniques to analyse shipping management needs (MG1010, LM 2020, MG 2061)
- They will be able to communicate ideas effectively in a professional context (MG 1010, MG 2060, MG 2061)
- Use information technology in the shipping context (LM 2020, MG 2061)
- Calculate voyage costs and revenue (MG 2061)
- Utilize tools and techniques for design and development of shipping management (MG 1010, LM 2020, MG 2061)
- They will be able to reflect intellectual and function as an independent, self-managed lifelong learner. (all modules)

CERTIFICATE OF HIGHER EDUCATION IN SHIPPING MANAGEMENT (120 CREDITS)

Compulsory Modules:

Level 4

AF 2006 FINANCIAL ACCOUNTING

BU 2002 BUSINESS LEGAL ISSUES

LM 2020 INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT

MA 2021 APPLIED STATISTICS

MG 1010 INTRODUCTION TO SHIPPING

MG 2061 MARITIME OPERATIONS AND SHIP TECHNOLOGY

MG 2060 MARITIME HISTORY

MG 2003 MANAGEMENT PRINCIPLES

Optional Modules: NONE

Programme Structure - LEVEL 5			
Compulsory modules	Credit points	Optional modules	Credit points
BU 3233 RESEARCH METHODS	15	None	
CS 3051 BUSINESS DRIVEN INFORMATION TECHNOLOGY	15		
EC 3227 MARITIME ECONOMICS	15		
FN 3105 FOUNDATIONS OF CORPORATE FINANCE	15		
LM 3030 TRANSPORTATION SYSTEMS	15		
MG 3034 MANAGING PEOPLE AND ORGANIZATIONS	15		
MG 3058 INTERNATIONAL SHIPPING POLICY	15		
MG 3059 PORT ADMINISTRATION AND LOGISTICS	15		
Optional Modules: NONE			
SUBTOTAL	120		
TOTAL LEVEL 5	120		

Exit award available at this point: Diploma of Higher Education in Shipping / 240 minimum UK credits

Diploma of Higher Education in Shipping Management

Upon completion of levels 4 and 5 (240 credits or 16 modules), students will be able to i) recognize and be familiar with key Shipping Management functions and the impact of the external environment on business, ii) apply basic statistical techniques to Shipping Management, iii) demonstrate detailed knowledge of theories, models, tools, and practices in organizational behaviour, human resource management, new business planning, finance, and accounting, iv) analyse and synthesize issues related to maritime economics, and v) apply their knowledge of business functions, business ethics and professional communication to solving complex problems in shipping management.

Holders of the Diploma of Higher Education in Shipping Management will be able to demonstrate knowledge and understanding of diverse shipping management functions and environments as well as detailed knowledge and critical understanding of specific fields.

Holders of this Diploma will demonstrate knowledge and understanding of:

- Basic tools in statistics (MA 2021)
- The legal environment for business (BU 2002)
- Management theories, concepts, principles, practices and the various environmental contexts in which management operates (MG 2003)
- The fundamentals of shipping management, maritime operations, ship technology and the concepts concerning the physical, economic and regulatory environment in which shipping operates (MG 1010, MG 2061)
- Accounting transactions and non-complex financial statements (AF 2006)
- The historical dimension of the development of international and Greek shipping in modern times (MG 2060)
- Basic principles, functions, context, importance and impact of logistics and supply chain management. (LM 2020)

Additionally, holders of the Diploma of in Shipping Management will be able to demonstrate detailed knowledge and critical understanding of:

- Organizational behavior and human resource management theories, concepts, principles and practices and the various environmental contexts (MG 3034)
- Financial management tools and their applications to practical problems (FN 3105)
- Moral theories and ethical issues which have an impact on business decision - making (MG 3034)
- Business functional and cross-functional Information Systems to support shipping management operations and processes with customers, suppliers, partners and employees. (CS 3051)
- Business research methods (BU 3233)
- Issues related to maritime economics (EC 3227)
- Theories, concepts, practices and principles related to shipping management (MG 3059, LM 3030, MG 3058)

In addition, they will have the following cognitive, practical/professional and key/transferable skills:

- They will be able to locate, extract, and analyse data from library and other resources including the acknowledgement and referencing of sources. (MG2060, MG 1010, MG 2061, MG 3034, BU 3233, MG 3059, CS 3051, LM 3030, MG 3058)
- They will be able to interpret, analyze, and solve structured problems, and to a limited extent unstructured problems, from a generated data set. (AF 2006, BU 2002, MG 1010, MG 2060, MA 2021, MG 2003, FN 3105, MG 2061, CS 3051, MG 3059, LM 3030, BU 3233, MG 3058)

- They will be able to develop and critically evaluate arguments and evidence including identifying assumptions and detecting false logic. (MG 3034, BU 3233, MG 3058, MG 3059, LM 3030)
- They will be able to analyse and evaluate ethical choices in business. (MG 2003, MG 3034, CS 3051)
- They will be able to use numeric skills, including quantitative financial techniques, in solving complex problems. (AF 2006, MA 2021, LM 2020, MG 2061, FN 3105, BU 3233, LM 3030)
- They will be able to use Information Technology effectively to retrieve, process, analyse and communicate information. (embedded throughout the curriculum)
- They will be able to use qualitative and/or quantitative tools in analyzing and solving financial and managerial problems. (AF 2006, LM 2020, MA 2021, MG 2061, BU 3233, FN 3105, LM 3030)
- They will be able to utilize tools and techniques to analyze shipping management needs (MG 1010, LM 2020, MG 2061, LM 3030, MG 3059, MG 3058)
- Calculate voyage costs and revenue (MG 2061, LM 3030)
- Formulate shipping management policies (MG 3059, MG 3058)
- Apply financial management knowledge to a variety of situations (FN 3105)
- They will be able to communicate ideas effectively in a professional context (MG 1010, MG 2061, MG 2060, BU 3233, CS 3051, MG 3034, MG 3058, LM 3030, MG 3059)
- They will be able to develop interpersonal, teamwork and/or leadership skills. Work effectively with others in small groups or teams. (BU 3233)
- They will be able to reflect intellectual and function as an independent, self-managed lifelong learner. (all modules)
- Use information technology in the shipping context (MG 2061, LM 2020, CS 3051, MG 3059, LM 3030)

DIPLOMA OF HIGHER EDUCATION IN SHIPPING MANAGEMENT (240 CREDITS)

LEVEL 4

Compulsory Modules:

AF 2006 FINANCIAL ACCOUNTING (LEVEL 4) – 20 CREDITS

BU 2002 BUSINESS LEGAL ISSUES (LEVEL 4) – 10 CREDITS

LM 2020 INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LEVEL 4) – 15 CREDITS

MA 2021 APPLIED STATISTICS (LEVEL 4) – 15 CREDITS

MG 1010 INTRODUCTION TO SHIPPING (LEVEL 4) – 15 CREDITS

MG 2061 MARITIME OPERATIONS AND SHIP TECHNOLOGY (LEVEL 4) – 15 CREDITS

MG 2060 MARITIME HISTORY (LEVEL 4) – 15 CREDITS

MG 2003 MANAGEMENT PRINCIPLES (LEVEL 4) – 15 CREDITS

Optional Modules: NONE

LEVEL 5:

Compulsory Modules:

BU 3233 RESEARCH METHODS (LEVEL 5) – 15 CREDITS

CS 3051 BUSINESS DRIVEN INFORMATION TECHNOLOGY (LEVEL 5) – 15 CREDITS

EC 3227 MARITIME ECONOMICS (LEVEL 5) – 15 CREDITS

FN 3105 FOUNDATIONS OF CORPORATE FINANCE (LEVEL 5) – 15 CREDITS

LM 3030 TRANSPORTATION SYSTEMS (LEVEL 5) – 15 CREDITS

MG 3034 MANAGING PEOPLE AND ORGANIZATIONS (LEVEL 5) – 15 CREDITS

MG 3058 INTERNATIONAL SHIPPING POLICY (LEVEL 5) – 15 CREDITS

MG 3059 PORT ADMINISTRATION AND LOGISTICS (LEVEL 5) – 15 CREDITS

Optional Modules: NONE

Programme Structure - LEVEL 6			
Compulsory modules	Credit points	Optional modules	Credit points
MG 4169 SHIPBROKING AND CHARTERING	15	Two of the following options:	30
MG 4112 CARRIAGE OF GOODS BY SEA AND LAW OF INTERNATIONAL TRADE	15	EC 4231 INTERNATIONAL TRADE	
MG 4292 SHIPPING AND MARINE INSURANCE LAW AND PRACTICE	15	MG 4123 BUSINESS NEGOTIATION	
MG 4316 MARITIME FINANCIAL MANAGEMENT	15	MG 4157 PROJECT MANAGEMENT	
MG 4415 STRATEGIC MANAGEMENT	15	MG 4242 SUPPLY CHAIN MANAGEMENT	
MG 4880 SEMINAR IN SHIPPING MANAGEMENT (CAPSTONE)	15	MG 4343 OPERATIONS MANAGEMENT	
		MG 4087 SHORT SEA SHIPPING	
		MG 4071 CRUISE SHIPPING	
		MG 4168 CROSS CULTURAL MANAGEMENT IN SHIPPING	
		MG 4270 MARITIME HUMAN RESOURCE MANAGEMENT	
SUBTOTAL	90	SUBTOTAL	30
TOTAL	120		

Exit award available at this point: BSc (Honours) in Shipping Management / 360 minimum UK credits

BSc in Shipping Management

Upon completion of 300 credits (20 modules, including four Level 6 modules), students will be able to i) recognize and be familiar with key Shipping Management functions and the impact of the external environment on business, ii) apply basic statistical techniques to Shipping Management, iii) demonstrate detailed knowledge of theories, models, tools, and practices in organizational behaviour, human resource management, new business planning, finance, and accounting, iv) analyse and synthesize issues related to maritime economics, v) apply their knowledge of business functions, business ethics and professional communication to solving complex problems in shipping management, and vi) apply their detailed knowledge of business functions to evaluating and solving complex, unstructured problems in shipping management with minimum guidance.

Holders of the ordinary BSc in Shipping Management will be able to demonstrate knowledge and understanding of diverse business functions and environments as well as detailed knowledge and critical understanding of specific fields.

Holders of the ordinary BSc in Shipping Management will demonstrate knowledge and understanding of:

- Basic tools in statistics (MA 2021)
- The legal environment for business (BU 2002)
- Management theories, concepts, principles, practices and the various environmental contexts in which management operates (MG 2003)
- The fundamentals of shipping management, maritime operations, ship technology and the concepts concerning the physical, economic and regulatory environment in which shipping operates (MG 1010, MG 2061)
- Accounting transactions and non-complex financial statements (AF 2006)
- The historical dimension of the development of international and Greek shipping in modern times (MG 2060)
- Basic principles, functions, context, importance and impact of logistics and supply chain management. (LM 2020)

Additionally, holders of the ordinary BSc in Shipping Management will be able to demonstrate detailed knowledge and critical understanding of:

- Organizational behavior and human resource management theories, concepts, principles and practices and the various environmental contexts (MG 3034)
- Financial management tools and their applications to practical problems (FN 3105)
- Business functional and cross-functional Information Systems to support shipping management operations and processes with customers, suppliers, partners and employees. (CS 3051)
- Business research methods (BU 3233)
- Issues related to maritime economics (EC 3227)
- Theories, concepts, practices and principles related to shipping management (MG 3059, LM 3030, MG 3058)

Also, holders of the ordinary B.Sc. in Shipping Management will be able to demonstrate in-depth knowledge and critical understanding in four of the following five areas:

- Legal aspects of national and international shipping, issues pertinent to the legal regime of vessels and to the activities supporting maritime navigation, and marine insurance (MG 4292 Shipping and Marine Insurance Law and Practice)
- Framework of international trade and of carriage of goods by sea pursuant to an international sale of goods contract and the fundamental concepts concerning liabilities of parties in the procedure of transportation of those goods (MG 4112)
- Elements and dynamics of shipbroking and chartering practices; chartering decisions in the bulk and liner markets (MG 4169)

- The organization, structure, operation and practice of the shipping finance market, and the parameters involved with shipping finance and debt/equity structure (MG 4316)
- Strategic planning tools and techniques; policies and strategies to meet stakeholder interests (MG 4415)

In addition, they will have the following cognitive, practical/professional and key/transferable skills:

- They will be able to locate, extract, and analyse data from library and other resources including the acknowledgement and referencing of sources. (MG 2060, MG 1010, MG 2061, MG 3034, BU 3233, MG 3059, CS 3051, LM 3030, MG 3058, MG 4415, MG 4169, MG 4112, MG 4316, MG 4292)
- They will be able to interpret, analyze, and solve structured problems, and to a limited extent unstructured problems, from a generated data set. (AF 2006, BU 2002, MG 1010, MG 2060, MA 2021, MG 2003, FN 3105, MG 2061, CS 3051, MG 3059, LM 3030, BU 3233, MG 3058)
- They will be able to develop and critically evaluate arguments and evidence including identifying assumptions and detecting false logic. (MG 3034, BU 3233, MG 3058, MG 3059, LM 3030, MG 441, MG 4169, MG 4112, MG 4316, MG 4292)
- They will be able to analyse and evaluate ethical choices in business. (MG 2003, MG 3034, CS 3051, MG 4415, MG 4880)
- They will be able to use numeric skills, including quantitative financial techniques, in solving complex problems. (AF 2006, MA 2021, LM 2020, MG 2061, FN 3105, BU 3233, LM 3030, MG 4415, MG 4880, MG 4316)
- They will be able to use Information Technology effectively to retrieve, process, analyse and communicate information. (embedded throughout the curriculum)
- They will be able to use qualitative and/or quantitative tools in analyzing and solving financial and managerial problems. (AF 2006, LM 2020, MA 2021, MG 2061, BU 3233, FN 3105, LM 3030, MG 4415)
- They will be able to utilize tools and techniques to analyze shipping management needs (MG 1010, LM 2020, MG 2061, LM 3030, MG 3059, MG 3058)
- Utilize tools and techniques for design and development of shipping management (MG 4415, MG 4169, MG 4112, MG 4316, MG 4292)
- Calculate voyage costs and revenue (MG 2061, LM 3030, MG 4169)
- Formulate shipping management policies (MG 3059, MG 3058, MG 4415, MG 4880, MG 4316)
- Apply financial management knowledge to a variety of situations (FN 3105, MG 4415, MG 4880, MG 4316)
- They will be able to communicate ideas effectively in a professional context (MG 1010, MG 2061, MG 2060, BU 3233, CS 3051, MG 3034, MG 3058, LM 3030, MG 3059, MG 4415, MG 4169, MG 4112, MG 4316, MG 4292)
- They will be able to develop interpersonal, teamwork and/or leadership skills. Work effectively with others in small groups or teams. (BU 3233)
- They will be able to reflect intellectually and function as an independent, self-managed lifelong learner. (all modules)
- Use information technology in the shipping context (MG 2061, LM 2020, CS 3051, MG 3059, LM 3030, MG 4880)
- They will be able to apply critical thinking to create, evaluate and assess a range of options in solving complex problems (MG 4415, MG 4169, MG 4112, MG 4316, MG 4292)
- They will be able to synthesize and apply the knowledge, utilize and develop the skills and abilities, gained in the various business and non-business modules taken during the undergraduate program of study (MG 4415, MG 4880)

BSc in SHIPPING MANAGEMENT (300 CREDITS)

Compulsory Modules:

LEVEL 4

Compulsory Modules:

AF 2006 FINANCIAL ACCOUNTING (LEVEL 4) – 20 CREDITS

BU 2002 BUSINESS LEGAL ISSUES (LEVEL 4) – 10 CREDITS

LM 2020 INTRODUCTION TO LOGISTICS AND SUPPLY CHAIN MANAGEMENT (LEVEL 4) – 15 CREDITS

MA 2021 APPLIED STATISTICS (LEVEL 4) – 15 CREDITS

MG 1010 INTRODUCTION TO SHIPPING (LEVEL 4) – 15 CREDITS

MG 2061 MARITIME OPERATIONS AND SHIP TECHNOLOGY (LEVEL 4) – 15 CREDITS

MG 2060 MARITIME HISTORY (LEVEL 4) – 15 CREDITS

MG 2003 MANAGEMENT PRINCIPLES (LEVEL 4) – 15 CREDITS

Optional Modules: NONE

LEVEL 5:

Compulsory Modules:

BU 3233 RESEARCH METHODS (LEVEL 5) – 15 CREDITS

CS 3051 BUSINESS DRIVEN INFORMATION TECHNOLOGY (LEVEL 5) – 15 CREDITS

EC 3227 MARITIME ECONOMICS (LEVEL 5) – 15 CREDITS

FN 3105 FOUNDATIONS OF CORPORATE FINANCE (LEVEL 5) – 15 CREDITS

LM 3030 TRANSPORTATION SYSTEMS (LEVEL 5) – 15 CREDITS

MG 3034 MANAGING PEOPLE AND ORGANIZATIONS (LEVEL 5) – 15 CREDITS

MG 3058 INTERNATIONAL SHIPPING POLICY (LEVEL 5) – 15 CREDITS

MG 3059 PORT ADMINISTRATION AND LOGISTICS (LEVEL 5) – 15 CREDITS

Optional Modules: NONE

Level 6**Four of the following:**

- 1) MG 4169 SHIPBROKING AND CHARTERING – 15 CREDITS
- 2) MG 4112 CARRIAGE OF GOODS BY SEA AND LAW OF INTERNATIONAL TRADE – 15 CREDITS
- 3) MG 4292 SHIPPING AND MARINE INSURANCE LAW AND PRACTICE – 15 CREDITS
- 4) MG 4316 MARITIME FINANCIAL MANAGEMENT – 15 CREDITS
- 5) MG 4415 STRATEGIC MANAGEMENT – 15 CREDITS

5. Distinctive features of the programme structure

- Where applicable, this section provides details on distinctive features such as:
 - where in the structure above a professional/placement year fits in and how it may affect progression
 - any restrictions regarding the availability of elective modules
- where in the programme structure students must make a choice of pathway/route

Indicative features that distinguish this program structure include:

- Students acquire knowledge and skills that are applicable to a wide variety of career paths in Shipping Management and in related areas. In addition, students are prepared for graduate studies in Shipping Management, or in a related field, leading to a master's degree or higher.
- Students study Shipping Management in Greece where the shipping industry is one of the three pillars of the country's economy, and where DERE's ties to the shipping industry are historically strong.
- The program is offered exclusively in English, thus preparing graduates for the international job market in an industry that is characterized by its international nature.
- The program capitalizes on the status of the DERE School of Business as a pioneer in business education in Greece. DERE is highly reputable in the job market and the employability of DERE graduates is very high.
- The American College of Greece has a large and strong alumni network in Greece and abroad.
- Students are strengthened through the Liberal Education curriculum (General Education) common to all Schools at DERE. See Annex 3 for more specific details about the General Education component.
- Study is carried out in an academic environment that emphasizes pedagogy and a student-centered approach to teaching and learning.
- Students have access to the John S. Bailey Library, the main library of DERE—The American College of Greece. This Library is one of the most modern and technologically advanced libraries in Greece.
- Students complete their studies on a suburban campus that is unique in Greece in terms of its facilities, organization and physical beauty.
- Study abroad and international internship opportunities are offered to DERE students (e.g. Libra, Coca-Cola, DIAGEO, Johnson and Johnson among others).

6. Support for students and their learning

Academic Advising

Responsible for coordinating all aspects of the undergraduate advising process, 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.

Student success is measured through academic performance and other methods of instructor evaluation. At-risk populations are rigorously supervised by the Academic Advising Office.

Student Orientation

Organized and coordinated by the Office of Student Affairs, the New Student Orientation Program introduces incoming students to the campus, the academic system (dual OU/DEREE degrees), College rules and regulations, and academic and social life. Students receive information on student programs and services such as advising, financial aid, and co-curricular programming. Various sources of information are employed to help the student make a smooth transition to the College environment. Among these are orientation folders containing material on available services, information sessions with administrators and student Orientation Leaders, activity fair, and stands that promote student organizations. A parent orientation session is held as part of the orientation program. The Validation Office and the Registrar offer presentations on the OU award and its academic policies at Student Orientation.

The **Student Academic Support Services (SASS)** is open daily and offers academic assistance to all DERE-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.

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.

The **Student Association** maintains bridges of communication between the students and the administration. Members of the Student Association participate in academic committees where they contribute their input.

The **Student Success Center** 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 Center aims to create the optimum conditions so that students can follow the path to academic success. The SSC web page has been set up to reflect the one-stop concept of the Center and includes information from different departments. It may be accessed from the "Quick Links" on the ACG homepage (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.

Disability Status and Provisions

Students are responsible for alerting the Educational Psychologist to a special need, and for providing relevant documentary evidence. The Educational Psychologist suggests actions to be taken to accommodate a student with special needs, 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 of Disabilities 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 learning difficulties may be eligible for special accommodations, such as extra time for examination completion, and receive support and counseling from the Educational Psychologist on campus.

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: counseling 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.

7. Criteria for admission

Admission requirements are not major specific. The College has a general admissions policy based on the American system of higher education. Admissions criteria are specified in the College catalogue and are in accordance to the QAA Quality Code Part B: Assuring and enhancing academic quality Chapter B2: Recruitment, Selection and Admission to higher education.

Upon admission, students register for a BA in Combined Studies and may transfer to the OU programme up until completion of Level 4.

In relation to the recruitment strategy, the Admissions Office organizes 5 promotional “Discover DERE Day” recruitment events per academic year, where members of the faculty provide brochures and information about the programme. During that event, faculty and the admissions team are also provided with the opportunity to communicate the aim and educational objectives of School of Business programmes. The Admissions Office also produces print / marketing material for specific programmes with the direct aim to promote them to target audiences through all types and methods of Above the Line and Below the Line Advertising. More specifically, the Admissions Office promotes the programme by:

- Participating in Education Fairs and third party events with an Admissions Booth including brochures/banners.
- Coordinating school visits and presentations on the specific programme to all target audiences (school pupils, parents, teachers, principals, career advisers, other public university students with the intention to study in parallel with our Education Institution).
- Organizing focused events across the country to attract candidates from other provinces into the main city campus to study.
- Running direct mailing campaigns (via post and electronic) including Degree Course information.
- Conducting one-on-one info sessions with pupils and parents.

The Admissions Process

To qualify for admission to the academic programs of the College, applicants must demonstrate that they possess the appropriate qualifications to enable them to be successful in the program of their choice. To this end, applicants must meet the following requirements:

The standard minimum entry requirement for the major’s programme is the following: 14/20 in the Greek system, an overall average grade of C in the US system, or 24 and above in the International Baccalaureate or the equivalent of any other educational grading system. Applicants whose grades are between 11/20 and 13.99/20 or its equivalent, may be admitted to the College on a provisional basis.

Students admitted on a provisional basis will be required to fulfill the following conditions in order to be allowed to continue on their selected major after the completion of one academic year after their acceptance to DERE:

- Meet with an assigned advisor at the Academic Advising Office at least twice every month or whenever the advisor thinks it is necessary. The assigned advisor will monitor the student progress very closely and may require that they seek academic help through the Student Academic Support Services.
- The number of courses students will be allowed to register for will be determined by their English language placement (see section "English Language Requirements"). However, in no case will they be allowed to register for a total of more than 2 courses if placed in EAP 1002 or for more than 4 courses if placed in WP 1010. Students with provisional status who are placed in EAP 999, EAP 1000, EAP 1001 must first complete their English for Academic Purpose courses before they begin taking College level courses along with EAP 1002.
- Students who have successfully completed only the EAP sequence during their first academic year will be able to continue.
- Achieve a minimum cumulative average (CI) of at least 2.0 after one academic year.
- After the completion of one academic year on provisional status, students' performance will be reviewed by the Committee on Academic Standards and Policies (CASP), which will decide on student progression and/or new conditions.
- Students on provisional status are subject to the College probation policy (see section "Academic Probation").

The following is required for all freshmen applicants:

1. A completed application form.
2. A letter of recommendation from an academic teacher or professor.
3. An official secondary school transcript and an official copy of a secondary diploma, both legally certified.
4. A certified copy of their identity card for Greek citizens or a valid passport for non-Greek citizens.
5. An interview with an admissions counselor.
6. Evidence of proficiency in English.

Evidence of Proficiency in English

All applicants must demonstrate proficiency in the English language either by taking the College's English Placement Test (EPT) or by submitting any evidence derived from one of the following tests:

Pearson test of Academic English (PTE Academic): 58 or greater
Michigan State University Certificate of Language Proficiency (MSU-CELP)
Michigan Proficiency Certificate
Cambridge Proficiency Certificate
Cambridge Advanced English (CAE) with Grade A only
International Baccalaureate Certificate*
International Baccalaureate Diploma
IELTS: (academic) 6.5 or above
SAT: 450 or above
ACT: 18 or above
TOEFL (paper based): 567 or above
TOEFL (computer based): 227 or above
TOEFL (internet based): 87 or above
GCE higher level English: Grade C or greater
Oxford Online Placement Test: 99 or above

* With grade 4 and above in the English higher-level subject or at least an average of 12 in the higher level subjects.

Applicants presenting a TOEFL score should arrange to have the test results sent directly to the Office of Admissions by the Educational Testing Service (ETS). The College's Institution Code Number is 0925. TOEFL scores are valid for 2 years.

Students may also qualify to take WP 1010 by submitting evidence of fluency based on graduation from an English speaking secondary school or program.

The above listed grades qualify the student for placement directly into WP 1010. Applicants who do not qualify for WP 1010 but who otherwise show academic promise may be admitted conditionally and placed in the English for Academic Purposes Program.

8. Language of study

The language of instruction is English.

9. Information about assessment regulations

The assessment methods for each module are included in the module syllabus and made known to the student through:

- a) the course information packet which is given to all students on the first day of classes and
- b) postings on Blackboard.

The programme uses a variety of summative assessments which directly connect to the Learning Outcomes and measure the mastery of students' knowledge and understanding, cognitive, creative as well as technical and practical skills. Mark schemes are used for each type of summative assessment which comprise a number of criteria for testing the degree to which the students have achieved these outcomes. There are usually two summative assessments per semester/session module: a midterm and a final, each contributing a percentage toward the overall grade in the module. A sample of the assessments is second marked and this sample is reviewed by the External Examiner. Grades are ratified by the Board of Examiners. Several courses also include formative assessments which do not contribute to the mark of the module but provide valuable opportunities for learning and offering feedback to students.

Summative assessments include:

- Individual projects.
- Team projects.
- Research papers.
- In-class examinations.
- In-class presentations.

Formative assessments include:

- In class presentations.
- In class exam and/or discussion.

Assessment Procedure (Regulatory Framework)

6.1 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 course.

6.2 The assessment of a student's academic performance requires a judgment of the quality of his or her work. In all cases, this assessment must be governed by criteria which are explicit and communicated to students.

6.3 Faculty are expected to develop rubrics for the assessment of students, and it is the responsibility of department heads or area coordinators to ensure that these rubrics are consistent with the program specification and other documentation approved at validation.

6.4 *Second Marking*

All assessed work submitted for credit in programs leading to Open University validated awards shall be subject to the policy of second marking. This policy extends to all modes of assessment. In implementing the College's policy on second marking, the following procedure will be adopted:

6.4.1 The first marker will provide the rubric for the assessment of the course (6.3, above), the grade assigned to each item of assessed work and a brief justification for this grade.

6.4.2 Second markers will be selected by the department head/area coordinator from the first marker's department, and s/he should be familiar with the course content. The second marker should test mark a minimum sample of 25% of completed assessments. In all cases the samples should not be lower than five.

6.4.3 The sample of work for second marking will be prepared by the Registrar's Office. This sample will comprise all items that have been assigned an A grade or a grade below C (40%), and a representative selection of the remaining items of assessed work. The sample should include at least some work that will be sent to external examiners (thereby providing them with evidence that second marking has been carried out).

6.4.4 The mark should be agreed between the original instructor and the second marker. In cases where it is not possible to reach agreement, a third internal marker will be appointed by the department head or area coordinator. All items of assessment for that course should be re-marked if the third marker recommends a significant change in the grade assigned to any item of assessed work. In this event, the entire cohort will be subject to the process of re-marking.

6.4.5 The second (or, in the event of a disagreement, the third) marker should prepare a brief report during the marking process to be sent to the external examiner for that course. This report should explain the basis upon which the assessed work was graded and the procedure adopted for the second (and where relevant the third) marking; provide an analysis of the distribution of marks between students and modes of assessment; identify any issues that were encountered in the assessment problems; and make recommendations for the future assessment of the course.

6.4.6 All decisions on grades remain provisional until they have been confirmed at the relevant Board of Examiners.

6.5 *External Examiners*

The University is responsible for the appointment of external examiners. Their role is to ensure that justice is done to the individual student and that the standard of the University's validated awards is maintained.

6.5.1 The specific responsibilities of external examiners include:

- the impartial assessment of students comparing their performance with that of their peers undertaking comparable programs of higher education elsewhere and in the light of subject benchmarks and qualification descriptors;
 - approving the form and content of proposed examination papers, coursework, assessment rubrics and other assessments that count towards the award, including the approval of alternative assessments and adjustments made for students with declared disability or special needs;
 - advising on any proposed changes to the approved assessment regulations or assessment strategy
- which will directly affect students currently on the program;

- ensuring that assessment criteria are correctly interpreted and that there is parity of assessment across the cohort;
- moderating the marks awarded by internal examiners;
- meeting students and, where appropriate, conducting *viva voce* examinations;
- ensuring that the assessments are conducted in accordance with the approved program regulations;
- attending the meetings of the board of examiners at which decisions on recommendations for award are made and ensuring that those recommendations have been reached by means in accordance with the University's requirements and normal practice in UK higher education.
- Enhancement-led reporting to the College including student performance and academic standards, appropriateness of curriculum content/teaching and learning strategies as well as on the effectiveness of the assessments and any lessons to be drawn from them
- reporting to the Open University on the required report proforma and any matters of serious concern arising from the assessments which put at risk the standard of the University's award.

6.5.2 Once the process of second marking has been completed (6.4, above), the summative work completed by a sample of students on each course will be sent to the relevant external examiners. This sample will comprise all items that have been assigned an A or F (all work above 70% and below 40%) grade and a representative selection from items receiving intermediate grades.

6.5.2.1 The size of the samples will be agreed with the external examiners, and they will include some items that have been second marked (6.4.3, above).

6.5.2.2 Samples of assessed work completed in the Summer Session II and Fall Semester will be sent by post to the external examiners; samples of work completed in the Spring Semester and Summer Session I will be available for External Examiners to review on campus in the Summer.

6.5.2.3 Any amendments to the marks of the sample as a result of external moderation must be applied to the rest of the cohort.

6.5.2.4 The Validation Office will receive the external examiners' reports and forward them for consideration by Boards of Examiners, Program Committees, and the Registrar's Office. The Open University also receives copies of response to External Examiners reports.

6.6 *Boards of Examiners*

Boards of Examiners carry full responsibility for the assessment of students in accordance with the College's regulations and for recommending the conferment of an Open University award to students who have fulfilled the objectives of the approved program of study and achieved the standard required for the award.

6.6.1 A Board is established for each program or cluster of programs that leads to Open University awards. The responsibilities of a Board of Examiners are to:

- approve (or establish arrangements for the approval of) assessment tasks, examination papers and project titles both for the initial assessment of students and any subsequent reassessments;
- ensure that assessment tasks, examination papers and project titles are moderated by appropriate external examiners; confirm the grades assigned to students majoring in the relevant discipline or clusters of disciplines in accordance with the College's regulations;
- recommend the conferment of awards to students who have fulfilled the objectives of an approved program of study and achieved the standard required for the award;
- review the progress of students, ensuring that they achieve the required learning outcomes and taking into account the recommendations of the Committee of Academic Standards and Policies on students with mitigating circumstances;
- determine the form of assessment that should be offered to those students who have failed or have been unable to take the assessment for acceptable reasons;
- receive and approve recommendations from the Committee on Disability and Learning Differences for the assessment of students with special requirements; monitor the forms and conduct of assessment and patterns of student achievement on the programs for which it is responsible;
- act in accordance with the outcome of any appeals made through the Appeals Procedure.

6.6.2 The membership of Boards of Examiners shall comprise a representative for each course contributing to the program(s) for which it is responsible, the external examiner(s), and the relevant department head(s) or area coordinator(s). The chairs of Boards (who will normally be department heads or area coordinators with responsibility for programs other than those which fall within the remit of the Board) will be appointed by the Academic Council. Students are not members of Boards of Examiners.

6.6.3 External examiners must be present at meetings of the Board of Examiners which have been convened for the purpose of assessing students for an award or recommending the conferment of an award upon a student (6.6.1 (c) and (d) in the Board's terms of reference). All decisions on grades remain provisional until they have been ratified at a meeting of the Board attended by the relevant external examiner(s).

More information on Assessment, Progression and Awards is provided under section 7 in the Regulatory Framework (APPENDIX).

10. Methods for evaluating and improving the quality and standards of teaching and learning.

Programmes use the following direct and indirect methods for evaluating and improving the quality of teaching:

- On line Course Evaluation for each module (through *CourseEval*). This is submitted anonymously by students in all modules. Following submission of grades, results are sent electronically to the Provost, the Deans, the Department Heads/Programme Coordinators and the course instructor. They are also available to the President and the VP of Human Resources. Results are taken into consideration both in terms of improving teaching but also evaluating faculty.
- Senior Exit Survey: completed by all graduating students.
- Module Leader Reports where feedback from the course evaluations is also considered.
- Feedback from meetings between External Examiners and students.
- Departmental meetings with the student Academic Society.
- Representation of Academic Societies through their presidents in the Programme Committees. Student concerns are discussed and feedback is communicated back to the students by the relevant Society presidents.
- Student advising.
- Students may always express concerns to the Deans, the Provost or the President either individually or through the Student Association.

The College places high value on effective pedagogical practices in the classroom by:

- Providing its faculty with the resources to improve the quality of instruction such as computers, smart classrooms, and electronic and print library resources, and training in new instructional technologies such as Blackboard.
- Supporting workshops, seminars, guest speakers, and retreats on best practices in teaching.
- Supporting faculty in the organization and hosting of international conferences at ACG
- Supporting faculty on visiting teaching fellowships.

The College is an institutional member of the **Faculty Resource Network (FRN)** at New York University. Established in 1984, the Network is an award-winning, nationally recognized faculty development initiative involving over 16,000 faculty members who teach more than 200,000 undergraduate students at a broad cross section of colleges and universities across the United States.

DEREE-ACG is also a member of the **Global Liberal Arts Alliance** (GLAA), an international, multilateral partnership of American style liberal arts institutions with the goal of supporting excellence in liberal arts education on a transnational basis.

The Great Lakes Colleges Association, based in Ann Arbor, Michigan, coordinates the activities and projects of the Alliance and was instrumental in its formation. There are presently 27 institutions representing 15 nations in the Alliance membership.

GLAA's purpose is to exchange knowledge, expertise and experience among institutions committed to education in the tradition of the liberal arts and sciences.

DEREE-ACG's **Teaching and Learning Center** (TLC) focuses on academic staff development. The goals of the TLC are to promote best practice (both US and UK) in pedagogy by

- Offering programs which engage faculty in continuous improvement of Teaching.
- Supporting faculty in professional development in teaching.
- Promoting the value of teaching inside and outside the University Community.
- Encouraging faculty to explore new teaching methods and technologies.

Throughout the academic year the TLC organizes frequent training sessions on pedagogy and encourages faculty to explore developments in teaching technologies and adopt learner-centered practices. Through a dedicated Blackboard container full of material related to classroom needs, which is made available to all DEREI instructors, TLC facilitates faculty efforts to keep up with best practices in pedagogy.

Annexe 1: Curriculum map

Annexe 2: Notes on completing the OU programme specification template

Annexe 3: Liberal Education requirements

Annexe 1 - Curriculum map

This table indicates which study units assume responsibility for delivering (shaded) and assessing (✓) particular programme learning outcomes.

Level	Study module/unit	A1	A2	A3	A4	A5	A6	A7	A8		B1	B2	B3	B4	B5	B6		C1	C2	C3	C4	C5	C6	C7	C8		D1	D2	D3	D4
4	AF 2006			✓								✓						✓		✓										
	BU 2002	✓										✓																		
	MG 2060 Maritime History								✓		✓																✓			
	MG 2061 Maritime Operations and Ship Technology								✓		✓	✓						✓		✓	✓		✓				✓			✓
	MA 2021						✓					✓						✓		✓										
	MG 2003			✓								✓		✓																
	MG 1010								✓		✓	✓									✓						✓			
	LM 2020 Introduction to Logistics and Supply Chain Management	✓										✓						✓		✓	✓						✓			✓

Level	Study module/unit	A1	A2	A3	A4	A5	A6	A7	A8		B1	B2	B3	B4	B5	B6		C1	C2	C3	C4	C5	C6	C7	C8		D1	D2	D3	D4
5	FN 3105			✓								✓						✓		✓					✓					
	MG 3058								✓		✓	✓	✓								✓				✓		✓			
	MG 3034		✓								✓		✓	✓													✓			
	LM 3030					✓			✓		✓	✓	✓					✓		✓	✓		✓				✓			✓
	BU 3233						✓				✓	✓	✓					✓	✓	✓							✓	✓		
	EC 3227								✓																					
	CS 3051							✓			✓	✓		✓							✓						✓			✓
	MG 3059								✓		✓	✓	✓								✓			✓			✓			✓

Level	Study module/unit	A1	A2	A3	A4	A5	A6	A7	A8		B1	B2	B3	B4	B5	B6		C1	C2	C3	C4	C5	C6	C7	C8		D1	D2	D3	D4
6	MG 4415				✓	✓					✓		✓	✓	✓	✓		✓		✓		✓		✓	✓		✓			
	MG 4169							✓			✓		✓		✓							✓	✓				✓			
	MG 4880							✓			✓		✓	✓	✓	✓		✓				✓		✓	✓		✓			✓
	MG 4112							✓			✓		✓		✓							✓					✓			
	MG 4316							✓			✓		✓		✓			✓				✓	✓	✓	✓		✓			
	MG 4292							✓			✓		✓		✓							✓					✓			
	Options:																													
	MG 4071							✓			✓		✓		✓							✓					✓			
	MG 4087							✓			✓		✓		✓							✓	✓	✓			✓			
	MG 4168							✓			✓		✓		✓							✓		✓			✓			
	MG 4270							✓			✓		✓		✓							✓		✓			✓			
	EC 4231							✓							✓						✓									
	MG 4123							✓			✓		✓		✓						✓						✓			
	MG 4157							✓			✓		✓		✓						✓						✓			
	MG 4242							✓			✓		✓		✓			✓			✓						✓			
	MG 4343							✓			✓		✓		✓			✓			✓						✓			

Annexe 2: Notes on completing programme specification templates

- 1 - This programme specification should be aligned with the learning outcomes detailed in module specifications.
- 2 – The expectations regarding student achievement and attributes described by the learning outcome in section 3 must be appropriate to the level of the award within the **QAA frameworks for HE qualifications**: <http://www.qaa.ac.uk/AssuringStandardsAndQuality/Pages/default.aspx>
- 3 – Learning outcomes must also reflect the detailed statements of graduate attributes set out in **QAA subject benchmark statements** that are relevant to the programme/award: <http://www.qaa.ac.uk/AssuringStandardsAndQuality/subject-guidance/Pages/Subject-benchmark-statements.aspx>
- 4 – In section 3, the learning and teaching methods deployed should enable the achievement of the full range of intended learning outcomes. Similarly, the choice of assessment methods in section 3 should enable students to demonstrate the achievement of related learning outcomes. Overall, assessment should cover the full range of learning outcomes.
- 5 - Where the programme contains validated **exit awards** (e.g. CertHE, DipHE, PGDip), learning outcomes must be clearly specified for each award.
- 6 - For programmes with distinctive study **routes or pathways** the specific rationale and learning outcomes for each route must be provided.
- 7 – Validated programmes delivered in **languages other than English** must have programme specifications both in English and the language of delivery.

Annexe 3 General Education Requirements

In keeping with NEASC Standard 4, The Academic Programme, each undergraduate US programme at DERE- The American College of Greece includes a general education requirement ("Liberal Education"), a major/concentration requirement, and electives. The first set of requirements encourages students to sample the breadth of the curriculum; the second encourages depth within a field of specialization; and the last encourages exploration of new subjects.

LIBERAL EDUCATION

Liberal Education refers partly to foundation skills, but also to knowledge, cognitive skills, state of mind, life habits and that are developed primarily through a set of required courses and which prepare students for success in their major course of study, and their personal and professional lives after the college experience.

LIBERAL EDUCATION - MISSION

A vital component of the undergraduate experience, the Liberal Education programme prepares students to become globally engaged twenty-first century citizens with the intellectual habits, practical skills, and socio-cultural sensibilities needed in a rapidly changing world. Liberal Education helps students develop essential competencies for success across disciplines and in life beyond college by cultivating open mindedness, tolerance, problem-solving ability, intellectual curiosity and creativity. It also promotes thoughtful self-expression, an ethical compass, and responsibility to the local and global communities.

LIBERAL EDUCATION - COMPETENCIES AND LEARNING OUTCOMES

1. Communication and Information Literacy

- 1.1 Demonstrate effective verbal (writing, speaking and listening) and nonverbal communication skills.
- 1.2 Retrieve, critically evaluate and synthesize information adhering to legal and ethical practices.
- 1.3 Show knowledge of the stages needed from draft to final text or presentation using proper documentation and citation.
- 1.4 Demonstrate a mastery of the basic skills in information technology.

2. Social Responsibility and Civic Engagement

- 2.1 Discuss issues of identity and inclusion.
- 2.2 Explain different dimensions of sustainability and how it relates to one's discipline.
- 2.3 Discuss ways of responsible civic engagement.
- 2.4 Engage in activities that serve the needs of the local and global community.
- 2.5 Evaluate elements of Greek society that reflect Greek cultural values and the desirability to maintain or change such values so that Greek society can succeed in a new interdependent environment without losing its identity.

3. Cultural and Global Perspectives

- 3.1 Discuss world history or sociocultural traditions from different perspectives.
- 3.2 Describe diverse worldviews, ideas, institutions or artistic expressions manifest in varied contexts globally.
- 3.3 Demonstrate understanding of the workings of Greek, American and European social, political and economic systems and trace the geographical and historical factors that shape these systems.
- 3.4 Discuss issues of cultural diversity.

4. Ethics and Values

- 4.1 Explain the importance of values in our venture to understand the world.
- 4.2 Identify ethical issues in different contexts, especially in one's major course of study.
- 4.3 Discuss ideologies and ethical principles upheld by different cultures and cocultures.
- 4.4 Describe different approaches through which ethical dilemmas may be examined and resolved.

5. Aesthetic Expression

- 5.1 Discuss the main themes, symbols, and means of expression in various art forms.
- 5.2 Demonstrate ability to create or recreate aesthetic works that reflect knowledge of the artistic process and awareness of self, social and stylistic contexts.
- 5.3 Reflect on the outcomes of an artistic work.
- 5.4 Discuss the value of diversity in creative approaches in the visual, verbal and performing arts.

6 Scientific and Quantitative Literacy

- 6.1 Describe major concepts, principles, laws and theories in mathematics and the natural sciences.
- 6.2 Discuss the impact of science and technology on the individual, society, and the physical environment.
- 6.3 Apply scientific and mathematical methods and principles in making informed decisions in various disciplines.
- 6.4 Demonstrate practical and processing skills associated with natural sciences, mathematics and technology.

7 Integration

- 7.1 Synthesize concepts learned in the Liberal Education programme with major concepts in one's academic major.
- 7.2 Evaluate theoretical and practical knowledge included in Liberal Education competencies in the context of academic and professional enhancement.

DEREE's general education curriculum (US degree), which consists of 43 US credits, ensures that students will acquire breadth of knowledge in the traditional disciplines of the liberal arts that will enable them to become successful contributors to a diverse global community.

DEREE's Liberal Education requirements are as follows:

DEREE- The American College of Greece

Liberal Education Program – Effective September 2015

Core Courses	
WP 1010 Introduction to Academic Writing	3
WP 1111 Integrated Academic Writing & Ethics	3
EN 1212 Academic Writing and Research	3
Mathematics (basic statistics, college algebra, OR higher)*	3
SP 2300 Presentation Skills or EN 3342 Professional Communication or equivalent	3
	3
Liberal Education Electives	4
LE designated course in Natural Sciences	
	3
LE designated courses in the Social and Behavioral Sciences <i>(from more than one discipline)</i>	9
LE designated courses in Humanities <i>(from more than one discipline)</i>	6
LE designated course in Fine and Performing Arts	3
TOTAL	43 credits

**May be fulfilled through appropriate academic evaluation*