STUDENT HANDBOOK

BSc (Hons) in Business Administration (Human Resource Management)

2024-2025

Contents

1. Welcome to the Programme

1.1 Message from the Dean

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

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

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

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

Dimitris Doulos, PhD
Senior Associate Dean of the School of Business and Economics

1.2 Message from the Department Chair and HRM Programme Coordinator

The Human Resource Management faculty with great pleasure welcomes you to one of the most people oriented programmes of the School of Business and Economics, which will equip you with skills and competences for a successful career in Human Resources.

As a member of a robust academic programme, you will be constantly exposed to the latest HRM developments and practices that are in line with the labor market. The focus of the HRM program is always on cutting-edge and innovative courses that through creative and experiential learning assessments creates a competitive advantage for you to excel in the HR profession and position yourself among the finest HR leaders. The HRM programme provides you with diverse insights and problem-solving skills that will prepare you for postgraduate education and for careers in individual HRM consultancy or corporate HRM.

The contemporary and leading-edge curriculum is taught by the finest professors well known for their academic leadership through research and pioneering thinking. The faculty's strong commitment to the field of HRM and their passion of achieving excellence creates for you an inspiring and challenging platform for achieving psychological success.

As a graduate of the HRM programme you will be a member of a large pool of Deree HR graduates and professionals who pursue international careers in Greece and abroad in domestic and multinational companies. Deree's HRM graduates are committed, compassionate and value-based HR leaders.

Get ready to be a member in a well-grounded competitive HRM program and become the leader in the HR profession!

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

Kyriaki Metinidou
HRM Programme Coordinator

1.3 Deree-The American College of Greece

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

1.4 Academic Calendar

The academic calendar can be found here: http://www.acg.edu/academics/college-calendars

1.5 Key Contacts
- American College of Greece: +30 210 600 9800
- Department Chair of Management, Dr. Manos Varouchas; e-mail: evarouhas@acg.edu; telephone: 210-600-9800, extension 1141; room: AC005 (Deree Main Building).
- Programme Coordinator: Ms. Kiki Metinidou; e-mail: kmetinidou@acg.edu , telephone: 210-600-9800, extension 1367; room: DC 411
- SBE Dean's Office: sbe@acg.edu ext. 1108, 1150, 1008
- Academic Advising Office: dc.adv@acg.edu ext. 1431
- Student Success Centre: ssc@acg.edu ext.1326, 1333
- Registrar's Office: registrar@acg.edu ext. 1331, 1328, 1449, 1445
- Validation Office: validation@acg.edu ext. 1428
- Student Affairs: studentaffairs@acg.edu ext. 1197, 1442
- Student Government: dc.sgorg@acg.edu ext.1373
- Library helpdesk: libraryreference@acg.edu ext. 1434, 1267
- SASS: sass@acg.edu ext.1273, 1276
- Study Abroad Office: studyabroadoffice@acg.edu ext. 1029, 1412
- Career Office: career@acg.edu ext. 1313, 1316
- Educational Psychologist: Dr. Natassa Triga, atriga@acg.edu ext. 1167
- College Nurse: Kamilioti Maria Kyriaki, mkamilioti@acg.edu ext. 1500

1.6 Keeping in Touch

Academic and administrative staff at ACG use your student email address to contact you. It is important that you check this account regularly. You can forward emails from your student email address to a preferred personal email address. However, spam filters needed by the College mean that emails sent from external email addresses may be delayed, blocked or deleted. It is, therefore, important that your student email address is the only email address that you use to contact College staff. We will inform you of cancelled classes / activities / course notices as soon as possible. This will be via Blackboard, an email to your student email address or, if urgent, via the mobile phone number on our contact records. Please make sure that you inform the Registrar's Office whenever you change your address and contact details. This will ensure we can always contact you in an emergency, and that you receive any important College communications that we may need to send you.

2. Studying on this Programme

2.1 Programme Philosophy and Mission

Mission – Department of Management

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

Mission – Human Resource Management

In congruence with the mission statements of the College and the School of Business and Economics, the B.Sc. in Human Resource Management aims at providing students with cutting-edge insights and problem-solving skills that will prepare them for postgraduate education and for careers in individual HRM consultancy or corporate HRM.

Human Resource Management Programme

Graduates in the HRM programme are prepared for careers in human resource management and for post-graduate studies in business and related fields. The HRM program aims to:

1. Provide students with in-depth knowledge and understanding of human resource management and the importance of people for organizational effectiveness.
2. Prepare students for applying the principles, concepts and practices in human resource management.

3. Develop students' personal and professional competences and skills in order to prepare them to undertake a career in human resource management and other related fields.
4. Develop students' understanding of ethical issues related to theory and practice of human resource management so that they become informed citizens and responsible professionals.
5. Prepare students for lives of reflection and lifelong learning.

2.2 Programme Outcomes by Level

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

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

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

Specifically:

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

- Demonstrate knowledge and understanding of the external business environment.
- Demonstrate knowledge and understanding of business functions.
- Demonstrate knowledge and understanding of human resource management as a distinct field of study.

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

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

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

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

2.3 Programme Structure

Year 1 – Level 4			
Fall	**Credits**	**Spring**	**Credits**
AF 2007 Financial Accounting	15	EC 1101 Principles of Macroeconomics	15
BU 2003 Business Legal Issues	15	MA 2021 Applied Statistics	15
EC 1000 Principles of Microeconomics	15	MG 2014 Introduction to Human Resource Management	15
MG 2003 Management Principles	15	MK 2030 Introduction to Marketing	15
Year 2 – Level 5			
Fall	**Credits**	**Spring**	**Credits**
AF 3116 Management Accounting	15	CS 3051 Business Driven Technology	15
BU 3233 Business Research Methods	15	FN 3105 Financial Management	15
MG 3034 Managing People and Organizations	15	MG 3118 Developing Human Capital	15
MG 3164 Talent Acquisition	15	PH 3005 Business Ethics	15
Year 3 – Level 6			
Fall	**Credits**	**Spring**	**Credits**
MG 4343 Operations Management	15	MG 4415 Strategic Management	15
MG 4120 International Human Resource Management	15	MG 4577 Capstone Project in Human Resource Management	15
MG 4131 Strategic Human Resource Management	15	**Two of the following:** MG 4028 Corporate Social Responsibility MG 4121 Leadership MG 4122 Managing Organizational Change MG 4151 Managing Performance and Rewards MG 4178 HR Metrics and Analytics MG 4282 HRM Consultancy Project	30
MG 4174 Contemporary Topics in HRM	15		
Total UK credits: 360			

2.4 Academic Staff – Management (Human Resource Management Programme)

Kyriaki Metinidou: Master of Business Administration (MBA), Victoria University, Melbourne, Australia; Bachelor of Science in Business Administration, The American College of Greece, Deree College – Associate Lecturer II and Human Resource Management Program Coordinator.
kmetinidou@acg.edu
+30 210 6009800 ext. 1367 / Room DC 411
Office hours are subject to change and are posted each academic period on blackboard.
Professor Metinidou lectures in Human Resource Management.
Areas of Interest: Career Management, Personal Development Planning, Corporate Social Responsibility.

Konstantinos Tasoulis, Ph.D.: BSc., University of the West of England, Bristol; MSc., University of Bath; Ph.D., University of Bath – Associate Professor.
ktasoulis@acg.edu
+30 210 6009800 ext. 1625 / Room: 705B
Office hours are subject to change and are posted each academic period on blackboard.
Dr. Tasoulis lectures in strategic human resource management, leadership, talent management and HR analytics.
Areas of Interest: Human Resource Management, Leadership, Talent Management, HR analytics and Corporate Social Responsibility.

Eleni Patra, Ph.D.: BSc., Aristotle University of Thessaloniki; M.S., Rutgers, The State University of New Jersey; PhD., The University of the Aegean – Associate Professor.
epatra@acg.edu
+30 210 6009800 ext. 1371 / Room: DC 411
Office hours are subject to change and are posted each academic period on blackboard.
Dr. Patra lectures in Human Resource Management and Entrepreneurship.
Areas of Interest: Human Resource Management, Industrial and Labor Relations.

Angeliki Papasava, Ph.D., SFHEA, CMBE: BSc., The American College of Greece; MSc., Royal Holloway, University of London; Ph.D., ISM Paris – Part Time Faculty
apapasava@acg.edu
+30 210 6009800 ext. 1403/ Room: DC 409
Office hours are subject to change and are posted each academic period on blackboard.
Dr. Papasava lectures in Organisational Behaviour and entrepreneurship.
Areas of Interest: Human Resource Management, organisational behaviour, entrepreneurship, innovation, project management, consultancy practice, leadership, strategy, management.

Mary Skordia, **Ph.D.**, BSc Mathematics, National and Kapodistrian University of Athens; MBA, ALBA Graduate Business School at the American College of Greece; Ph.D. in Management, Sheffield University Management School.
mskordia@acg.edu
+30 210 6009800 ext. 1367 / Room DC 411
Office hours are subject to change and are posted each academic period on blackboard.
Dr. Skordia lectures in Management, Managing People and Organizations, and Entrepreneurship Management.
Areas of Interest: investigating organizations and organizational phenomena using the paradox lens, including strategic decision-making, cognition, mindsets, and identities.

Antonia Lampaki, Ph.D.: BSc., University of Piraeus; MBA, University of Piraeus; Ph.D., Athens
 University of Economics and Business – Part – time faculty
alampaki@acg.edu
+30 210 6009800 ext. 1361 / Room: DC 408
Office hours are subject to change and are posted each academic period on blackboard.
Dr. Lampaki lectures in Human Resource Management, management and change management.
Areas of Interest: Strategic management, Management, Change Management, Human Resource Management.

2.5 Description of Modules – Compulsory and Option Modules

AF 2007 FINANCIAL ACCOUNTING – LEVEL 4
Introduction to principles, concepts and procedures of the financial accounting cycle of services and merchandising businesses. Preparation and interpretation of financial statements as a source of financial information required in a business context.
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/1/3
COMPULSORY

AF 3116 MANAGEMENT ACCOUNTING – LEVEL 5
Generation and preparation of information provided to decision-makers for optimal planning and control of an organization's routine operations and long-range organizational goals. Focus on the use of accounting information in cost accumulation, profitability analysis, planning and decision making in business organizations.
Prerequisites: AF 2007
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

BU 2003 BUSINESS LEGAL ISSUES – LEVEL 4
Introduction to basic concepts and principles of company law, intellectual property law, contract law, tort law and employment law, and overview of selected emerging legal issues.
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

BU 3233 BUSINESS RESEARCH METHODS – LEVEL 5
The Business Research process, the Research Report and the Proposal. The Research problem, the Literature Review and Research Questions. Research Design and Methodology. Data Collection methods. Quantitative and Qualitative Data Analysis.
Prerequisites: MA 2021 or MA 2010 AND MA 3111
UK CREDITS: 15
US CREDITS: 3/1/3
COMPULSORY

CS 3051 BUSINESS DRIVEN TECHNOLOGY – LEVEL 5
Theories and practices on the role and use of information systems and technology in transforming organizations through streamlining business operations and optimizing business processes. Effective decision-making in implementing sustainable business/IS solutions.
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/1/3
COMPULSORY

EC 1000 PRINCIPLES OF MICROECONOMICS – LEVEL 4
Introduction to economics and the economy. Product markets, elasticity, and consumer theory. Costs, production and the theory of the firm. Pricing and output determination in various market structures.
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

EC 1101 PRINCIPLES OF MACROECONOMICS – LEVEL 4
National income accounting, economic growth, taxation, business cycles, unemployment, inflation, deficit and debt. Aggregate expenditures and the Aggregate Supply/Aggregate Demand model. Countercyclical fiscal and monetary policy. The banking system and the money supply.
Prerequisites: EC 1000
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

FN 3105 FINANCIAL MANAGEMENT – LEVEL 5
The course provides the basic knowledge and skills required to examine the role of financial management within companies, the nature of financial decisions companies make, the implementation of investment appraisal techniques, and the importance of capital structure and its implications for the company.
Prerequisite: AF 2007
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MA 2021 APPLIED STATISTICS – LEVEL 4
A comprehensive introduction of statistics for business and economics. Descriptive and inferential statistics, regression analysis and analysis of variance (ANOVA).
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/1/3
COMPULSORY

MG 2014 INTRODUCTION TO HUMAN RESOURCE MANAGEMENT – LEVEL 4
Introduction to HRM, including HR methods and roles, key HRM functions, and the role of HRM in sustainability and development issues, including green HRM and sustainable employability for employees.
Prerequisites: NONE

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

MG 2003 MANAGEMENT PRINCIPLES – LEVEL 4
Nature, functions and responsibilities in the management of organizations. History of management thought, theories, concepts and practices. The managerial functions of planning and decision making, organizing, leading and controlling.
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MG 3034 MANAGING PEOPLE AND ORGANIZATIONS – LEVEL 5
Major theories of organizational behavior and the emergence of strategic human resource management as a mechanism for managing people at work. Implications for managers in enacting work and people management activities.
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MG 3118 DEVELOPING HUMAN CAPITAL – LEVEL 5
The role of developing human capital in achieving corporate objectives, through effective needs assessment, employee development plans and career management. Evaluation of the training and development effort, learning theories and e-learning.
Prerequisites: MG 2014 Introduction to HRM
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MG 3164 TALENT ACQUISITION – LEVEL 5
Models, methods, and practices of employee acquisition, including, human resource planning, job analysis, recruitment, selection and retention management, to achieve organizational effectiveness.
Prerequisites: MG 2014 Introduction to HRM
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MG 4028 CORPORATE SOCIAL RESPONSIBILITY – LEVEL 6
Total systems approach to integrating factors related to the workplace, human rights, the community, the environment and the marketplace into core business strategies. Examination of the economic, environmental and social dimensions necessary for sustainable business success.
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/0/3
OPTION

MG 4120 INTERNATIONAL HUMAN RESOURCE MANAGEMENT – LEVEL 6
Analysis of International Human Resource Management (IHRM): issues and practices. Focus on international recruitment, selection, training, global talent management and performance management. International assignments: forms, compensation, benefits and taxes. Labor law and industrial relations in international and EU context.
Prerequisites: MG 2003 or MG 2014
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MG 4121 LEADERSHIP – LEVEL 6
Major theories and research findings in leadership. Application of theories and concepts to develop critical thinking and leadership skills. The dynamics of leadership. Topics include motivating and influencing people; power, politics and negotiation; teambuilding; managing conflict, leading decision groups; transformational, strategic leadership and change.
Prerequisites: MG 2003 or MG 2014
UK CREDITS: 15
US CREDITS: 3/0/3
OPTION

MG 4122 MANAGING ORGANIZATIONAL CHANGE – LEVEL 6
Theories, principles and practices of change. The organizational change process and overcoming resistance to change. Organizational development, intervention processes and the effective implementation of change strategies to improve organizational effectiveness including diversity driven change and inclusion strategies.
Prerequisites: MG 2003 or MG 2014
UK CREDITS: 15
US CREDITS: 3/0/3
OPTION

MG 4131 STRATEGIC HUMAN RESOURCE MANAGEMENT – LEVEL 6
Strategic management of people to enhance the organization's effectiveness. Human resource management theories, capturing strategic, institutional, contextual, critical, and sustainability perspectives. Students deepen their knowledge on HRM strategy and develop a related case study based on primary and secondary research.
Prerequisites: MG 2003 or MG 2014
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MG 4151 MANAGING PERFORMANCE AND REWARDS – LEVEL 6
Compensation principles and strategy to achieve organizational effectiveness through job evaluation methods, salary surveys, creation of the wage structure, performance management, and the administration of compensation and benefits programs.
Prerequisites: MG 2003 or MG 2014
UK CREDITS: 15
US CREDITS: 3/0/3
OPTION

MG 4174 CONTEMPORARY TOPICS IN HRM – LEVEL 6
Students examine a range of topics in human resource management, such as flexible working arrangements, new forms of work, digital HRM and employee wellness. They deepen their knowledge on a specific topic and develop a related group project based on primary and secondary research in a real organization and offer actionable recommendations.
Prerequisites: MG 2003 or MG 2014
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MG 4178 HR METRICS AND ANALYTICS – LEVEL 6
Introduction to HRM metrics and analytics. Exploration of the use of metrics and analytics within the HRM discipline. Application of evidence-based approaches to solve HRM related problems in contemporary organisations.
Prerequisites: MG 2003 or MG 2014
UK CREDITS: 15
US CREDITS: 3/0/3
OPTION

MG 4282 HRM CONSULTANCY PROJECT – LEVEL 6
A field-based course designed to develop proficiencies in a range of skills required for professional careers in HRM.
Prerequisites: MG 2003 or MG 2014 AND MG 4131
UK CREDITS: 15
US CREDITS: 3/0/3
OPTION

MG 4343 OPERATIONS MANAGEMENT – LEVEL 6
Key elements of operations management as they apply to the production of goods and services offered by manufacturing or service organizations. Topics include nature and context of operations management, product design and process selection design of facilities and jobs, managing the supply chain, and revising the system.
Prerequisites: MA 1008, MA 20217, MG 2003 or MG 3034
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MG 4415 STRATEGIC MANAGEMENT – LEVEL 6
Sources of competitive advantage, competitive advantage, superior performance. Steps of strategic planning process, analysis of external environment, analysis of internal environment, business-level strategies, corporate-level strategies, corporate governance, business ethics.
Prerequisites: AF 2007, EC 1000, FN 2127 or FN 3105, MG 2003 or MG 3034 (90 credits requirement)
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MG 4577 CAPSTONE PROJECT IN HUMAN RESOURCE MANAGEMENT - UK LEVEL 6
Students conduct qualitative and/or quantitative research on a topic in organizational behaviour and human resource management, such as strategic human resource management, employee engagement, talent management and employee well-being and innovativeness.

Prerequisites: BU3233, MA 2021, MG 2003 OR MG 2014, MG 3034, MG 4131 (90 credits requirement)
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

MK 2030 INTRODUCTION TO MARKETING – LEVEL 4
This course provides an understanding of basic marketing concepts, as they are used in different individual organizations. Marketing mix, segmentation, targeting, positioning, principles of consumer behavior, marketing research.
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

PH 3005 BUSINESS ETHICS – LEVEL 5
Introduction to major theories and basic moral problems in the domain of business. The use of reasoning in moral assessment of business practices. Application of moral theories to specific cases of corporate conduct ranging from the individual to society in general, in the local and the international context.
Prerequisites: NONE
UK CREDITS: 15
US CREDITS: 3/0/3
COMPULSORY

2.6 Programme Resources

Library Resources

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

• from the front desk on the ground floor of the JS Bailey Library

• online: http://library.acg.edu/help

• by phone: +30 210 600 9800 ext. 1434

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

Multimedia resources

• Microsoft Office: 750 licenses currently in operation. Licenses are per machine and are renewed every 5 years.
• SPSS: 100 licenses currently in operation. Licenses are concurrent and are renewed annually.

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

External Examiner

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

Work-Related Activities

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

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

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

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

2.7 Opportunities for Graduates

The HRM pathway equips students with the managerial skills for a professional career in multiple environments. Graduates from the HRM pathway can follow a career in the HR Department of a large organization occupying positions such as Chief HR Officer (CHRO), or

HR specialist in any of the HR functions (Talent Acquisition Specialist, Compensation Analyst, HR Analyst, HR Specialist, CSR professional etc.). Graduates can also have a career as Subject Matter Experts (Consultants) in a HR consultancy firm or start their own consultancy business and become HR Business Partners.

The promising careers of HRM graduates are highlighted in an August 2020 Harvard Business Review report on "**21 HR Jobs of the Future**" (https://hbr.org/2020/08/21-hr-jobs-of-the-future). Some of the positions in this report are completely new (Genetic Diversity Officer, Human Network Analyst, VR Immersion Counselor, etc.) others are new responsibilities that are becoming increasingly relevant as HR reboots its strategy (Director of Wellbeing, Head of Business Behavior, Distraction Prevention Coach etc.).

Finally, a survey from PwC "**The Way we Work-in 2025 and Beyond**" (https://www.pwc.ch/en/publications/2017/the-way-we-work-hr-today_pwc-en_2017.pdf) reports on key trends in six HR areas (Future of work and digitization, Talent Management , Compensation and benefits, Mobility, HR organization and Culture and change) and the opportunities / challenges faced by HR teams globally.

3. Assessment and Feedback

3.1 Assessment

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

Examination Regulations and Procedures
Examination regulations apply to in-class assessments, such as examinations, laboratory tests etc., for all students registered in Deree courses and aim at promoting academic honesty through appropriate conduct. More information on procedures for exam security and invigilation is provided in Student Resources.

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

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

Exam Conduct

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

Mobile Phones and Electronic Devices

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

Student Answers/Examination Paper

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

Return of Exam Papers

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

Assessment Schedule

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

Examination Schedule

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

Coursework

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

When you submit an assignment, it is important that you ensure the following information is on the assignment front sheet:
- Your name
- Year and semester
- Name of the instructor for whom the assignment has been done
- Name of the module for which the assignment has been done

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

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

Assessment Method Mapping

BSc Business Administration (Human Resource Management)									
Assessment Method Mapping									
Module Rubric	Module title	Required/Optional	UK credits	In-class Midterm Examination	In-class Final Examination	Coursework	Presentation (if applicable)	Other Summative Assessment (if applicable)	Formative Assessments
Level 4									
AF 2007	Financial Accounting	R	15	First Assessment: In-class written examination (One-hour closed-book, problems/essays combination) 40%	Final Assessment: In-class written examination (Two-hour, closed-book, problems/essays combination) 60%				Formative assignments
BU 2003	Business Legal Issues	R	15	Midterm Examination - (variety of questions: multiple choice questions, case scenario essay) 40%	Final Examination – (variety of questions: multiple choice questions, essay questions, case scenario essay) 60%				Mock exam, in class exercises
EC 1000	Principles of Microeconomics	R	15	1-hr closed book midterm exam 40%	2-hr closed book final exam (comprehensive) 60%				Multiple choice/problems/ essay question practice sets
EC 1101	Principles of Macroeconomics	R	15	1-hr closed book midterm exam (essay / problems) 40%	2-hr closed book final exam (essay / problems, comprehensive) 60%				Multiple choice/problems/ essay question practice sets
MG 2014	Introduction to Human Resource Management	R	15		Final assessment Final examination (Essay-type questions) 50%	First assessment Written project (individual, 1,200-1,500 words; Personal Development Plan) 50%			Case studies, experiential exercises, in-class quizzes, discussion of scholar output

MA 2021	Applied Statistics	R	15	First Assessment - Midterm examination (in class, 1 hour) 40%	Final Assessment– Written examination (in class, 2 hours) 50%			Second Assessment- Portfolio of projects (individual, take home) 10%	Practice sets of problems assigned through Blackboard
MG 2003	Management Principles	R	15	In-class midterm examination (1-hour, essay-type questions) 40%	Final examination (2-hour, essay-type questions) 60%				case studies, experiential exercises, in-class quizzes
MK 2030	Introduction to Marketing	R	15		Final Assessment: In-class examination (2-hour, comprehensive essay questions) 50%	First Assessment: Individual Written project (1,400-1,600 words) 50%			In-class, 1-hour, "diagnostic" test, assignments
Level 5									
AF 3116	Management Accounting	R	15	First Assessment: In class written examination (One-hour, closed-book, open-ended exercises/problems in specific areas of inquiry) 40%	Final Assessment: In class written examination (Two-hour, closed book, open-ended exercises/problems in specific areas of inquiry) 60%				Formative assessment
BU 3233	Business Research Methods	R	15	First assessment, mid-term Exam (1-hour) 40%		Final assessment, group research project (2,500 - 3,000 words; groups of 3 students) 60%			In-class preparation for assessments
CS 3051	Business Driven Technology	R	15	First Assessment - Midterm Examination (in class, 1 hour) 40%		Final Assessment - Research Project 60%			Case problems; Computer lab assignments
FN 3105	Financial Management	R	15	First Assessment: (1 hour) closed-book, in-class examination 40%	Final Assessment: (2-hour) closed-book, in-class examination 60%				Exercises / Comprehensive problems
MG 3118	Developing Human Capital	R	15		Final assessment Final examination (2-hour, essay-type) 50%	First assessment: Written project; Individual; 1,500-1,900 words 50%			Case studies and experiential exercises
MG 3164	Talent Acquisition	R	15		Final assessment Final examination (2-hour, essay-type) 50%	First assessment: Written project; (Individual; 1,500-1,900 words) 50%			Case studies and experiential exercises and article reviews

Code	Title	R	15						
MG 3034	Managing People & Organizations	R	15		Final examination (2-hour, essay-type questions) 50%	Written project (Individual - 1,500-1,900 words) 50%			Case studies, experiential exercises, in-class quizzes, discussion of scholar output
PH 3005	Business Ethics	R	15	First assessment, in-class midterm examination (1-hour); Essay-type questions (choice: 1 out of 2) 30%	Final examination (2-hour in-class examination); Essay-type questions (choice: 2 out of 4) 60%			Second assessment: portfolio of assessments 10%	Home assignments; Essay-type questions
Level 6									
MG 4120	International Human Resource Management	R	15			First Assessment Term project (group project, 4,000-4,500 words; peer assessment) 70%		Final Assessment Recorded Webinar on group project (group) 30%	Case analysis and in-class discussion
MG 4174	Contemporary Topics in HRM	R	15			First assessment Term project (group, 4,500-5000 words; peer assessment and reflection) 90%	Final assessment Presentation (group) 10%		Student presentations on selected topics, discussion of case studies and research articles
MG 4131	Strategic Human Resource Management	R	15	First assessment Mid-term exam (individual) 50%		Final assessment Case study development (in pairs); 1,200-1,800 words 40%	Second assessment Case study presentation (in pairs) 10%		Case studies, HR simulation games, and experiential exercises
MG 4577	Capstone Project in Human Resource Management	R	15			Research project (individual, 4500-5500 words) 100%			In-class discussion of research articles; discussion of project component drafts; peer-to-peer reviews
MG 4343	Operations Management	R	15		Final Assessment: Written examination (Essay-type questions) 40%	First Assessment: Written project (individual, 2,300-2,700 words) 60%			Group Coursework - one in-class diagnostic examination and case study analyses

Code	Module	R/O	Credits							
MG 4415	Strategic Management	R	15			Final Assessment: Written Examination (Essay-type questions) 40%	First Assessment: Written project (Individual, 3,000 – 3,500 words) 60%			Case studies, short reports, discussion and analysis of articles, in-class presentations
ELECTIVE (two of the following)										
MG 4028	Corporate Social Responsibility	O	15			Final Assessment: Final examination (2-hour, essay-type questions) 50%	First Assessment: Written project (Individual - 1,800-2,200 words) 40%	Second Assessment: Presentation – Teams of two 10%		Case studies, debates
MG 4121	Leadership	O	15			Final assessment Final examination (2-hour, essay-type) 40%	First assessment Written project; Individual; 2,300 – 2,700 words 60%			Student presentations on leaders and leadership topics; Experiential activities, self-assessment questionnaires; Case studies, discussion of research articles
MG 4122	Managing Development and Change	O	15			Final Assessment Final examination (2-hour, essay-type) 40%	First Assessment Written project; Individual; 2,300 – 2,700 words 60%			Case studies, experiential exercises
MG 4151	Managing Performance and Rewards	O	15			Final assessment Final examination (2-hour, essay-type) 40%	First assessment Written project; Individual; 2,300 – 2,700 words 60%			Case studies, experiential exercises, and articles reviews
MG 4178	HR Metrics and Analytics	O	15		First assessment Mid-term exam 40%		Final assessment Research project: Individual 1,800 – 2,200 words 60%			Case studies and textbook quizzes
MG 4282	HRM Consultancy Project	O	15				First assessment Consultancy project (group; 4,000-4,500 words) 80%	Final assessment Presentation (group) 20%		In-class discussion of research articles; discussion of project component drafts; discussion of presentations skills

3.2 Giving your Feedback about this Programme

We are keen to work with you to enhance your programme. Opportunities for you to feedback to us formally include student participation in the Programme Committee, the Academic Society, Student Course Evaluation, Senior Exit Surveys, meetings with the Dean, meetings

with the Provost, and other student surveys. Informal feedback is also welcome at any time either via your instructor or your department chair.

School of School of Business and Economics Programme Committee

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

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

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

Senior Exit Survey

Student feedback comprises an integral part in the continuous development and success of School of Business and Economics programmes. In that spirit, we ask prospective graduates a Senior Exit Survey. The survey includes questions on student satisfaction with the education provided by the School of Business and Economics and with their overall College experience at Deree. The aim is to identify areas of good practice as well as areas that need improvement. Based on the data collected through the Senior Exit Survey, a report is developed by an interdisciplinary School of Business and Economics faculty team. All data collected in this survey are held anonymously and securely. Responses cannot be traced back and all results are presented in an aggregated form. When you reach the final semester of study, you receive the relevant link in your student email address.

3.3 What Happens with your Feedback about this Programme?

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

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

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

3.4 Getting Feedback on your Assessed Work

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

3.5 How do I Get my Results?

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

3.6 Issues with Assessment

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

Examples of acceptable extenuating circumstances include:

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

Late Submission

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

Resits

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

Resits in Capstone Courses

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

Academic Appeals

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

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

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

The Academic Dean will undertake an initial assessment of the validity of the appeal and advise the student accordingly. In the light of this advice, the student should decide whether

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

Cheating, Plagiarism and other forms of Unfair Practice

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

3.7 Academic Misconduct and Penalties

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

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

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

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

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

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

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

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

3.8 Complaints Procedure

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

receipt of the complaint, the Registrar forwards the complaint with all relevant documentation to a panel consisting of the Chief Academic Officer, the Academic Deans and the Dean of Students.

Depending on the nature of the complaint, the academic Dean or Dean of Students will undertake an initial assessment of the validity of the complaint and advise the student accordingly. In the light of this advice, the student should decide whether s/he wishes to proceed with the complaint. In the event that the student decides to proceed with the complaint, a subcommittee of the Academic Council will be convened no later than three weeks after receiving the student's decision. The membership of the subcommittee shall not include any member of faculty or the administration who has been involved in the complaint or who is a member of the relevant Board of Examiners. The subcommittee of the Academic Council will hear the complaint. The appellant may be called to appear before the subcommittee. The subcommittee may also require the relevant member of faculty and/or Administration to appear separately before it. The appellant and any member of staff against whom the complaint has been made will not be present when the subcommittee considers the evidence and formulates its decision. The subcommittee must inform the student and the Chair of the Board of Examiners (if the complaint concerns a validated course/program) of its decision within seven days of the hearing. The student has the right to subsequently appeal to the President against the decision of subcommittee. If the appellant wishes to contest the President's decision s/he has the right to lodge a complaint with the Open University. The student will obtain contact details for the President and the Open University at the Student Success Center.

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

4. Where to Get Help

4.1 Downloading College Forms

All standard student forms are available online on www.acg.edu as well as on *myACG →Student Resources → Forms*

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

4.3 Student Academic Support Services
The Student Academic Support Services (SASS) is open daily and offers academic assistance to all DEREE-ACG students through individual learning facilitation sessions and/or workshops.

SASS learning facilitators are peers who assist students in improving and strengthening academic study skills.

4.4 Office of Student Affairs

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

4.5 Student Success Centre

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

4.6 Disability Status and Provisions

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

4.7 Career Services

The Office of Career Services offers centralized, comprehensive and coordinated career development, through appointments, sessions and workshops, building relationships and longstanding collaborations between students/alumni and potential employers. In the past three years the Office has expanded the quality of the services offered by acquiring a Career Services Manager tool, Goinglobal, as well as the handling of the international internship positions and the work study positions, transforming it thus into a hub for career-related issues. The Office moved dynamically to the era of social media utilizing Facebook and

Linkedin. The variety of programs and services offered to students and alumni include: counselling sessions about career advising and graduate studies advising; an online test which identifies strengths and personality preferences aiming to assist the students in their selection of a major; Goinglobal, a tool offering job openings abroad; skills workshops about job search and job interview techniques; Career networking events; JobBank offering part-time and full-time positions; Career Days where the students have the opportunity to have a short interview with a company representative; International Internship program.

4.8 Study Abroad

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

5. What to do if you…..

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

5.1 …..are ill

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

5.2 …..have a comment, compliment or complaint

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

5.3 …..are considering withdrawing from the course

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

- Students are permitted to change a course within the first two days of teaching.

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

5.4 ….need a reference letter

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

6. Other Relevant Policies

6.1 Attendance Policy

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

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

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

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

6.2 Student Punctuality Policy

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

6.3 Turnitin Policy and Student Guidelines

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

Guidelines for Student Use of Turnitin:

- Students are only permitted to submit their own work and only for assignments

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

6.4 Transfer of credits

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

6.5 Evaluation of Transfer Credits

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

6.6 Credit by Assessment for Professional Experience

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

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

6.7 Student Matriculation

For the US NEASC accredited degree students have the right to complete their studies in accordance with the educational programs and requirements in effect at the time they were

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

6.8 Safety, Health and Wellbeing

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

Special Needs

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

Accident and Incident and Reporting

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

Smoking

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

List of Appendices

Appendix A: Undergraduate Online Catalog (including Regulations for Validated Awards of

the Open University) http://www.acg.edu/academics

Appendix B: Programme Specification