THE CYPRUS INTERNATIONAL INSTITUTE OF MANAGEMENT

COURSE UNIT DESCRIPTION

Course Unit Title	**MANAGEMENT THEORIES AND APPLICATIONS**
Course Unit Code	GD500
Type of Unit	Core
Level of Course Unit	Second cycle
Year of Study	First year
Semester	On demand
Number of ECTS Credits	6 ECTS
Course Unit Objectives	The objective of this course is to introduce students to a selection of key management theories focusing on their application and thus implementing experiential learning activities in various formats, such as practical skills workshops, company visits, networking events, and themed seminars, in order to develop students' transferrable skills, draw lessons from best managerial practices, instill the attitude of life-long learning, and expand their professional network.

Learning Outcomes	On completion of the course the students are expected to be able to:	
	CILO1	Draw lessons from best managerial practices of local and international companies, and develop essential awareness of current managerial challenges
	CILO2	Improve business language and become a more confident professional through improved presentation skills, business writing, networking skills
	CILO3	Expand professional knowledge in certain specialized areas through themed seminars, workshops, and company visits
	CILO4	Improve critical thinking and reflective abilities
	CILO 5	Improve team-building skills and leadership, learn the techniques and appreciate the importance of life-long learning

Name of Lecturer(s)	Dr. Olga Kandinskaia
Mode of delivery	Face to Face
Prerequisites or corequisites	None
Course Content	The key management theories in this course are introduced by using a combination of traditional teaching and various experiential learning (EL) activities. We follow the well-recognized experiential learning model of David Kolb, which consists of four stages/elements: 1) concrete experience, 2) reflective observation, 3) abstract conceptualisation, and 4) active experimentation. We use the following types of EL activities: A) in-class activities such as role play computer simulations, practical workshops, and case study workshops, B) out-of-the-classroom 'learning by doing' activities such as company visits, networking events, etc.

This course has an introductory pre-recorded video lecture of one hour to give students an overview of management principles, explain the concept of student-centered learning at CIIM as well as the cycle of the experiential learning process, and instill the attitude of life-long learning. The events of this course are scheduled throughout the academic year. The venue for each activity varies depending on the theme, format, objectives, and participation.

Below is the list of the types of events in this course with their corresponding learning outcomes. |

	Themed seminars are a one-evening class intended to raise	CILO 1, 3, 4

	students' awareness of current managerial challenges or deepen the knowledge in a specialized area, for example: 'Post-Covid Management: Road Map for Business Recovery' The learning objectives of this seminar are as follows: - Develop essential awareness of the business challenges imposed by the Covid-19 pandemic - Explain the 'Respond – Recover – Thrive' framework - Demonstrate understanding of the most important catalyst of recovery - Draw lessons from best managerial practices of local and international companies to overcome the current challenges of the pandemic and enter a path of business recovery To earn the academic credit of 0.75 ECTS, students are required afterwards to submit a Follow-up Assignment (an essay of 600-900 words) on one of the topics from the suggested list in the Presentation slides.	
	Computer Simulation is a hands-on, fully interactive, multi-player online simulation developed by the Harvard Business Publishing, aiming to enhance the understanding of the importance of developing specific soft skills like communication, collaboration, teamwork, and leadership skills. The objective of this learning-by-doing activity is to create more awareness and sharpen transferable soft skills and attitudes for value creation and continuous professional development. More specifically, participants will be given the opportunity to test and evaluate their communication, teamwork/collaboration, leadership, and analytical thinking skills through online group exercises. The de-briefing session with the Instructor (=reflective observation and abstract conceptualization stages of the experiential learning cycle) allows participants to reflect on their teamwork results. Earned credit is 0.75 ECTS. Typically, the event is held on a Saturday 9 am – 3 pm.	CILO 5

	Practical Workshops are in-class activities designed to address specific management topics. They include many interactive group exercises. They use a full day Saturday. Students earn 0.75 ECTS for each. Examples include:
	    o Creativity Workshop
	    o Presentation Skills Workshop
	    o Basics of Law for Managers & Owners of Small Businesses
		CILO 2, 3, 5

	Case Study Workshops are interactive in-class activities designed to address specific topics through the case studies of best management practices. They typically include financial (Excel-based) exercises and strategic aspects. The work is done in teams and a class discussion/feedback follows. Examples include:
	    o Green Energy Project by Vassiliko Cement: Will we do well by doing good?
	    o Business Model Innovation & Digitalization as Response to Covid Pandemic: STEM subscription project by ENGINO
	Case Workshops are of 1.5 ECTS each (or more if a presentation to the company is required).
		CILO 1, 2, 3, 4

	A *Company Visit* is a half-day on-site visit to the company's premises by a group of students led by the Instructor. The visit typically includes a tour of the facilities, presentations by the company's managers (HR, Operations, Marketing, Finance, or other), and most importantly, an extensive Q&A session with one the company's top managers. After each visit, students submit	CILO 1, 2, 3, 4

individual reports (of a certain structure) to reflect on their practical experience during a visit. Students earn 0.75 ECTS for each completed company visit.

Examples of management topics introduced via company visits:
- Creating a superior customer experience, product quality excellence, HR practices, marketing channels, inventory management – company visit to Zorbas Bakeries Factory in Aradippou
- Innovation, challenges of a local SME, entrepreneurial lessons, funding opportunities, digital transformation, strategy development, new business models – company visit to ENGINO in Limassol
- Marketing in the pharmaceutical industry, entrepreneurial journey to build an export-oriented manufacturing empire starting from 8 employees and 3 machines – company visit to Medochemie plant in Limassol
- Managing a heavy industry plant, employee health & safety, community dialogue, environmental management, green energy transition, solar PV park project, quality assurance process – company visit to Vassiliko Cement in Zygi
- Operational issues in airport management, contribution to tourism and economy, nature of a BOT consession agreement, project management – company visit to Hermes Airports in Larnaca
- Use of data analytics to drive financial performance, measuring customer satisfaction, HR practices, brand management, digital marketing – company visit to Alphamega headquarters in Nicosia
- New travel industry dynamics, pandemic impact on tourism, post-covid business recovery, sustainable tourism – company visit to Top Kinisis in Nicosia

From an educational point of view, the company visits promote student-centered learning, provide networking opportunities, encourage students build relationships, help students improve their communication skills as well as develop awareness of the real-life management practices, thus connecting theory with practice.

Required and recommended reading	Students are provided with case studies, Excel templates, company slides, HBS simulation package, and other course materials via CIIM Moodle. Recommended reading: - Principles of Management (2015). University of Minnesota Libraries. Open access book https://open.lib.umn.edu/principlesmanagement/ - Ricky W. Griffin, (2014) Fundamentals of Management, International Edition 7e Published by Cengage Learning - HBR's 10 Must Reads on Lifelong Learning (with bonus article "The right mindset for success" with Carol Dweck) (2021, May 25). *Harvard Business Review* https://hbsp.harvard.edu/product/10469-PDF-ENG?Ntt=10469
Planned learning activities and teaching methods	Pre-recorded video lectures, live themed seminars, role play online simulations, practical workshops, case study workshops, company visits, networking events, discussions and debates with industry practitioners, short assignments, teamwork, student presentations, blended learning.
Assessment methods and criteria	Students are expected to attend 6-8 events to earn 6 ECTS credits in total, which will include any combination from the following: - Company visits, each of 0.75 ECTS - Case Workshops, each of 1.5 ECTS - Practical Workshops, each of 0.75 ECTS - Computer Simulations, each of 0.75 ECTS - Themed Seminars, forums, conferences, networking events (to be selected from a

	series of events at CIIM), of 0.75 ECTS each For the company visits, participating students are expected to submit an individual brief report (3-4 pages) after their participation, which will be structured as follows: • A short introduction about yourself • Key highlights of the company visit • Implications for managerial approach (personal and organizational level) • Reflections on lessons learned and/or how networking/participation may impact your career path and personal development Instead of a report, other forms of assessment may be used, e.g. to help students develop their analytical abilities students may be asked to prepare a SWOT Analysis & Action Items/Goals List, and/or Porter's 5 Forces Analysis, or use other strategic analysis frameworks.
Language of Instruction	English
Work Placement(s)	Not applicable