



SCHOOL OF BUSINESS ADMINISTRATION  
DEPARTMENT OF ACCOUNTING AND FINANCE

# **TARGET AND OBJECTIVE PLANNING**

## **DEPARTMENT OF ACCOUNTING AND FINANCE**

### **THESSALONIKI**

# TARGET AND OBJECTIVE PLANNING

## DEPARTMENT OF ACCOUNTING AND FINANCE

STRATEGIC OBJECTIVE	QUALITY OBJECTIVES	MEASUREMENT (index)	TARGET VALUE (index value)	ACTIONS (What do we need to do to achieve the expected results?)	RESPONSIBILITIES (Who undertakes each action?)	TIMETABLE (when?)
<b>STRATEGIC OBJECTIVE 1 (SS-1)</b> Academic Development and Curriculum Quality	<b>Σ 1-1 IMPROVING GRADUATION RATES AND STUDENTS' PERFORMANCE AT PPS</b>	Annual percentage of students study duration from v + 1 to v + 2 Δ 4.22 (3,46%)	5%	Informing and encouraging teachers to enhance student-centered learning and knowledge assessment - indicative of two meetings per academic year	Coordination: OMEA, Academic Staff, Department's Board	01/09/2019 to 31/08/2020
		Annual percentage of students study duration above v+2 years Δ 4.23 (9,97%)	20%	Informing and encouraging teachers to enhance student-centered learning and knowledge assessment - indicative of two meetings per academic year	Coordination: OMEA, Academic Staff, Department's Board	01/09/2019 to 31/08/2020
		Average degree in PPS Δ.4.46 (7,2)	7,5	Supportive measures (e.g. additional teaching hours-tutoring, upload on campus solved exercises-practical applications) to address the low performance of students including the systematic connection of the performance evaluation system with the learning outcomes of the thematic sections	Coordination: EPPS, Department's Board, OMEA	01/09/2019 to 31/08/2020

# TARGET AND OBJECTIVE PLANNING

## DEPARTMENT OF ACCOUNTING AND FINANCE

STRATEGIC OBJECTIVE	QUALITY OBJECTIVES	MEASUREMENT (index)	TARGET VALUE (index value)	ACTIONS (What do we need to do to achieve the expected results?)	RESPONSIBILITIES (Who undertakes each action?)	TIMETABLE (when?)
<b>STRATEGIC OBJECTIVE 1 (SS-1)</b> Academic Development and Curriculum Quality	<b>Σ 1-2</b> ENHANCING THE QUALITY OF LEARNING EXPERIENCE	Percentage of participation in the internship Δ 4.15 (M/Δ)	7%	(a) Enhancement of Internship (b) Examination of the possibility of including the Internship in the PPS	Coordination: EPPS, OMEA, Department's Board	01/09/2019 to 31/08/2020
		Student-staff ratio on the enrolled students of PPS Δ 4.47 (72,36)	105	a) Department's Board decision to announce new positions (b) Maintaining the ratio of retired faculty members to new faculty members	Coordination: OMEA, Department's Board, Senate	01/09/2019 to 31/08/2020
	<b>Σ 1-3</b> ENHANCEMENT AND DEVELOPMENT OF ACADEMIC STAFF	Annual percentage of ERASMUS outgoing faculty members Δ 3.18 (2%)	5%	Timely planning for the enhancement of the ERASMUS mobility and mobility of remaining programs through negotiations with IKY	Coordination: Department's Board, Rectorate, ERASUMS Office, Senate,	01/09/2019 to 31/08/2020
		Average annual percentage of academic staff sabbaticals Δ 3.20 (M/Δ)	10%	a) Briefing of faculty members (b) Meeting teaching and educational needs	Coordination: Department's Board, Rectorate, Senate	01/09/2019 to 31/08/2020
		Average annual percentage of academic staff in educational cooperation programs Δ 3.21 (M/Δ)	10%	Actions to inform and motivate faculty members	Coordination: Department's Board, Human Resources, Senate	01/09/2019 to 31/08/2020

# TARGET AND OBJECTIVE PLANNING

## DEPARTMENT OF ACCOUNTING AND FINANCE

STRATEGIC OBJECTIVE	QUALITY OBJECTIVES	MEASUREMENT (index)	TARGET VALUE (index value)	ACTIONS (What do we need to do to achieve the expected results?)	RESPONSIBILITIES (Who undertakes each action?)	TIMETABLE (when?)
<b>STRATEGIC OBJECTIVE 2 (SS-2)</b> Promotion and transfer of knowledge through teaching and research in the subjects treated by the Department through high level student-centered teaching	<b>Σ 2-1</b> <b>STUDENT-CENTRAL</b> <b>TEACHING AND LEARNING</b> <b>IN PPS</b>	Percentage of Compulsory Modules (Δ4.03) (72,15%)	65%	Reduction of the number of compulsory modules	Coordination: EPPS, Module Convenors, OMEA, Department's Board	01/09/2019 to 31/08/2020
		Percentage of Elective Modules (Δ4.04) (53,16%)	35%	Orientation of elective modules according to the pathway of studies	Coordination: EPPS, Module Convenors, OMEA, Department's Board	01/09/2019 to 31/08/2020
		Percentage of modules with Tutorials (Δ4.11) (M/Δ)	10%	(a) Recruitment of academic staff (b) Recruitment of temporary scientific staff - ΠΔ 407/80, young scientists holding a doctoral degree (c) Existence of necessary teaching spaces	Coordination: EPPS, Department's Board, Rectorate, Research Committee, Senate	01/09/2019 to 31/08/2020
		Consulting Index: Number of students per year/academic staff (30 students per stage/academic staff)	25 students per stage/academic staff	Increase of the human resources of the Department (academic staff)	Coordination: Department's Board, Rectorate, Senate	01/09/2019 to 31/08/2020
		Percentage of Skills Development Modules (Δ4.10) (M/Δ)	10%	(a) Increase the number of skills development modules (b) Seminar implementation of academic research skills development	Coordination: EPPS, OMEA, Department's Board	01/09/2019 to 31/08/2020

# TARGET AND OBJECTIVE PLANNING

## DEPARTMENT OF ACCOUNTING AND FINANCE

STRATEGIC OBJECTIVE	QUALITY OBJECTIVES	MEASUREMENT (index)	TARGET VALUE (index value)	ACTIONS (What do we need to do to achieve the expected results?)	RESPONSIBILITIES (Who undertakes each action?)	TIMETABLE (when?)
STRATEGIC OBJECTIVE 2 (SS-2) Promotion and transfer of knowledge through teaching and research in the subjects treated by the Department through high level student-centered teaching	<b>Σ 2-1 STUDENT-CENTRAL TEACHING AND LEARNING IN PPS</b>	Percentage of participation in the internship (Δ4.15) (6%)	7%	(a) Enhancement of Internship (possibility to introduce it as an elective) (b) Enhancing student information on the purpose and benefits of the Internship (c) Enrichment of the entities participating in the Program	Coordination: Internship Academic Adviser, Department's Board, Internship Office	01/09/2019 to 31/08/2020
STRATEGIC OBJECTIVE 3 (SS-3) Creating graduates with competitive qualifications and international mobility	<b>Σ 3-1 LINKING THE PPS WITH THE INDUSTRY</b>	Number of Members Alumni Network/Year (M/Δ)	300 members (alumni)	a) Database for recording and updating the alumni's professional career (phase A': collection of communication details) (b) Issuance of a relevant Prospectus	Coordination: OMEA, Alumni Network Administrator, Department's Board	01/09/2019 to 31/08/2020
		Number of Activities (Number of activities / Year) (M/Δ)	2	(a) Introduction of a "Career Day" at the Department of Accounting and Finance (b) Organization of Conferences	Coordination: EPPS, OMEA, Module Convenors, Department's Board	01/09/2019 to 31/08/2020
		Cooperation Protocols with Auditing Companies (Number of Cooperation Protocols with Auditing Companies / Year) (M/Δ)	2	Introduction of (a) "Professional Skills Day", (b) "Curriculum Vitae Writing" at the Department of Accounting and Finance	Coordination: OMEA, Module Convenors, Department's Board	01/09/2019 to 31/08/2020

# TARGET AND OBJECTIVE PLANNING

## DEPARTMENT OF ACCOUNTING AND FINANCE

STRATEGIC OBJECTIVE	QUALITY OBJECTIVES	MEASUREMENT (index)	TARGET VALUE (index value)	ACTIONS (What do we need to do to achieve the expected results?)	RESPONSIBILITIES (Who undertakes each action?)	TIMETABLE (when?)
<b>STRATEGIC OBJECTIVE 3 (SS-3)</b> Creating graduates with competitive qualifications and international mobility	<b>Σ 3-1 LINKING THE PPS WITH THE INDUSTRY</b>	Percentage of participation in the internship (Δ4.15) (6%)	7%	a) Enhancement of Internship (possibility to introduce it as an elective) ((b) Enhancing student information on the purpose and benefits of the Internship (c) Enrichment of the entities participating in the Program (d) Increasing the number of modules offered that lead to certification of Pedagogical Adequacy	Coordination: Internship Academic Adviser, EPPS, OMEA, Department's Board, Internship Office, Senate	01/09/2019 to 31/08/2020
	<b>STRATEGIC OBJECTIVE 4 (SS-4)</b> Production of high level research and international recognition	<b>Σ 4-1 STRENGTHENING OF RESEARCH COLLABORATIONS</b>	Number of Inter-university doctoral co-supervisions (M/Δ)	8	Strengthening the existing co-supervision with domestic and foreign universities	Coordination: Corresponding Academic Staff, Department's Board, Senate
<b>Σ 4-2 MEMORANDUM OF COOPERATION</b>		Number of Memoranda of Cooperation (M/Δ)	3	Implementation and extension of a Memorandum of Cooperation with: (a) Shanghai Business School / China (b) Business School of the University of International Business and Economics Beijing / China	Coordination: Memorandum signee, Department's Board, Senate	01/09/2019 to 31/08/2020

# TARGET AND OBJECTIVE PLANNING

## DEPARTMENT OF ACCOUNTING AND FINANCE

STRATEGIC OBJECTIVE	QUALITY OBJECTIVES	MEASUREMENT (index)	TARGET VALUE (index value)	ACTIONS (What do we need to do to achieve the expected results?)	RESPONSIBILITIES (Who undertakes each action?)	TIMETABLE (when?)
STRATEGIC OBJECTIVE 4 (SS-4) Production of high level research and international recognition	<b>Σ4-3</b> Undertaking national / international research programs	Annual percentage of projects with a coordinating faculty member of the Department Δ3.47 (M/Δ)	10%	(a) Coordination of national competitive doctoral and postdoctoral research programs (b) Informing the teaching staff about announcements of research programs	Coordination: Principal Investigators, Department's Board, Research Committee	01/09/2019 to 31/08/2020
	<b>Σ4-4</b> Improving performance in production and recognition of research and scientific outputs	Average total number of papers in scientific journals with reviewers per faculty member Δ 3.36 (13,21)	15	(a) Funding of research projects and introduction of research awards (b) Research outputs promotion workshops	Coordination: Academic Staff, Department's Board, Research Committee	01/09/2019 to 31/08/2020
	<b>Σ4-5</b> Attracting new researchers	Average annual number of active PhD candidates per faculty member (2,17 άτομα)	3	(a) Informing teaching staff about announcements of research programs (b) Financial support for young researchers	Coordination: Doctoral Studies Committee, Department's Board, Research Committee	01/09/2019 to 31/08/2020
STRATEGIC OBJECTIVE 5 (SS-5) Enhancement of the staff of the Department	<b>Σ5-1</b> Recruitment of high-profile research academic staff	Percentage of recruitment of faculty members (7,69%)	15%	Announcement of opening of new positions (academic staff)	Coordination: Department's Board, Senate	01/09/2019 to 31/08/2020

# TARGET AND OBJECTIVE PLANNING

## DEPARTMENT OF ACCOUNTING AND FINANCE

STRATEGIC OBJECTIVE	QUALITY OBJECTIVES	MEASUREMENT (index)	TARGET VALUE (index value)	ACTIONS (What do we need to do to achieve the expected results?)	RESPONSIBILITIES (Who undertakes each action?)	TIMETABLE (when?)
<b>STRATEGIC OBJECTIVE 5 (SS-5)</b> Enhancement of the staff of the Department	<b>Σ 5-2</b> Ensuring adequacy and improvement of infrastructure and services	Capacity of classroom seats (80 persons)	100	(a) Investigation of the possibility of developing new spaces within the Institution (b) Investigation of the possibility of acquiring new premises outside the Institution	Coordination: OMEA, Department's Board, Senate	01/09/2019 to 31/08/2020
		Average annual number of active (N + 2) students per main classroom (125 people)	100	(a) Adjustment of the timetable for the optimal use of the classrooms (b) Investigation of the possibility of acquiring new premises outside the Institution	Coordination: Administrative Office, Department's Board, Rectorate, Senate	01/09/2019 to 31/08/2020
		Annual percentage of recruitment of Administrative Staff Δ 3.11 (M/Δ)	25%	a) Decision of the Department's Board for a request to the Rectorate (b) Absorption of staff from transfers within the University	Coordination: Department's Board, Senate	01/09/2019 to 31/08/2020
		Average number of staff members per administrative members of the Department Index: Number of staff / Number of Secretariat employees (4 academics / secretariat staff)	3 academics/secretariat	a) Decision of the Department's Board for a request to the Rectorate (b) Absorption of staff from transfers within the University	Coordination: Department's Board, Senate	01/09/2019 to 31/08/2020
	<b>Σ 5-3</b> Average number of undergraduate students per ΕΤΕΠ, ΕΔΙΠ, ΕΕΠ	Annual recruitment of ΕΔΙΠ, ΕΤΕΠ, ΕΕΠ members Δ 3.10 (M/Δ)	50%	a) Decision of the Department's Board for a request to the Rectorate on the reinforcement of the Department in the personnel categories ΕΤΕΠ, ΕΔΙΠ, ΕΕΠ (b) Coverage of need through staff transfers	Coordination: Department's Board, Senate	01/09/2019 to 31/08/2020



# TARGET AND OBJECTIVE PLANNING

## DEPARTMENT OF ACCOUNTING AND FINANCE

STRATEGIC OBJECTIVE	QUALITY OBJECTIVES	MEASUREMENT (index)	TARGET VALUE (index value)	ACTIONS (What do we need to do to achieve the expected results?)	RESPONSIBILITIES (Who undertakes each action?)	TIMETABLE (when?)
<b>STRATEGIC OBJECTIVE 6 (SS 6)</b> Improving the connection of the Department with the society and enhancing the recognizability	<b>Σ 6-1</b> <b>Implementation of Lifelong Learning Programmes</b>	Number lifelong learning programs offered annually (Number of lifelong learning programmes offered / year) (M/Δ)	2 programmes/years	Information from Institution's KEDIVIM and provision of incentives to faculty members for the organization of such programmes	Coordination: KEDIVIM, Academic Staff, Department's Board, Senate	01/09/2019 to 31/08/2019
	<b>Σ 6-2</b> <b>Improvement of the recognizability of the Department in the local community</b>	Number of events of social and cultural content per year (Number of events offered / year) (1 event/year)	2 events/year	Enhancing the promotion of the Department through social media	Coordination: OMEA, Academic Staff, Steering Committee MSc, Department's Board	01/09/2019 to 31/08/2020
	<b>Σ 6-3</b> <b>Improving the recognizability of the Department in the Scientific Community</b>	Number of Workshops / Scientific Events and Conferences held at the Department per year (4 events / year)	5/year	Support and enhancement of the relevant actions and initiatives of the lecturers and the Institution's infrastructure (existence of funding, suitable spaces, etc.)	Coordination: Academic Staff, Department's Board, ELKE, Public Relationships	01/09/2019 to 31/08/2020