

**ΟΙΚΟΝΟΜΙΚΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
ΑΘΗΝΩΝ**



ATHENS UNIVERSITY
OF ECONOMICS
AND BUSINESS

ΣΧΟΛΗ
ΔΙΟΙΚΗΣΗΣ
ΕΠΙΧΕΙΡΗΣΕΩΝ
SCHOOL OF
BUSINESS

ΔΙΑΤΜΗΜΑΤΙΚΟ ΜΕΤΑΠΤΥΧΙΑΚΟ
EXECUTIVE MBA

SCHOOL OF BUSINESS

EXECUTIVE MBA

STUDY GUIDE

2022-2023



ΔΙΑΤΜΗΜΑΤΙΚΟ ΜΕΤΑΠΤΥΧΙΑΚΟ

Executive MBA

ΟΙΚΟΝΟΜΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ

ATHENS DECEMBER 2022

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PART I: INFORMATION ABOUT THE INSTITUTION

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS (AUEB)

Address: 76 Patission str., 104 34, Athens, Greece

Telephone number: +30-210-8203911

Website: <https://www.aueb.gr> e-mail: webmaster@aub.gr

Facebook: <https://www.facebook.com/groups/1344035838961280/>

Twitter: <https://twitter.com/StatAUEB>

ACADEMIC AUTHORITIES

The rectorate authorities consist of the Rector and the Vice Rectors, as per below:

Rector: Professor Dimitris Bourantonis

Vice Rector of Academic Affairs and Personnel

Professor Vasilios Vasdekis

Vice Rector of Research and Lifelong Learning

Associate Professor Georgios Lekakos

Vice Rector of Financial Planning and Infrastructure

Professor Konstantinos Drakos

Vice Rector of International Cooperation and Development

Professor Vasilios Papadakis

SCHOOL OF BUSINESS

Dean: Associate Professor Aggeliki Polymenakou

DEPARTMENTS

DEPARTMENT OF BUSINESS ADMINISTRATION

Chair: Professor Konstatinos Kasimatis

DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY

Chair: Professor Irene Voudouri

DEPARTMENT OF MARKETING AND COMMUNICATION

Chair: Prof. Sergios Dimitriadis

ACADEMIC CALENDAR

- Fall semester: October 03, 2022 to February 13, 2023
- Christmas Break: December 22, 2022 to January 8, 2023
- Fall semester exam period: January 16, 2023 to February 10, 2023
- Spring semester: February 13, 2023 to July 7, 2023
- Easter Break: April 11, 2023 to April 22, 2023
- Spring semester exam period: June 29, 2022 to June 23, 2022

* according to academic calendar 2022-2023

Public Holidays

- October 28th, 2022 (National Anniversary Day)
- November 17th, 2022 (The Anniversary of Polytechnio)
- January 6th, 2023 (Epiphany)
- February 27th, 2023 (Clean Monday)
- March 25th, 2023 (Greek Independence Day)
- June 5th, 2023 (Pentecost)

EXECUTIVE MASTERS IN BUSINESS ADMINISTRATION (EXECUTIVE MBA)

Director: Professor Vasilios Papadakis

CONTACT DETAILS

Executive MBA

Address: A.U.E.B. Postgraduate Studies and Research Center, 47A Evelpidon str. & 33 Lefkados str., 113 62 Athens, Greece

Telephone number: +30-210-8203638

Email: mbaexecutive@aueb.gr

Website: <http://www.executivemba.aueb.gr/>

LinkedIn: <https://www.linkedin.com/company/35699833>

Facebook: <https://www.facebook.com/executivembaaueb>

AUEB'S OPERATIONAL STRUCTURE

The structure and operation of the Institution is defined by current legislation as in force. The Athens University of Economics and Business is under the supervision of the Ministry of Education, Research and Religious Affairs. Its governing bodies include:

The Governing Council

The Senate

The Rector

The Vice-Rectors

The Executive Director

Until the Governing Council assumes its duties, administration is exercised by the University's Rector's Council.

AUEB'S ACADEMIC STRUCTURE

The Athens University of Economics and Business is structured by academic units of two (2) levels: a) the Schools, and b) the Departments

Each School is structured by at least two (2) Departments, covers a domain of related scientific areas, and ensures the interdisciplinary approach to teaching and research between its departments. The School is responsible for supervising and coordinating the operation of the Departments and the educational and research work produced, in accordance with the Internal Operating Regulations.

The bodies of the School, according to Law 4957/2022 (A 141) as applicable are: a) the Dean and b) the Dean's Council

The Department is the University's fundamental academic unit and aims to advance a specific field of science, technology, letters and arts through education and research. The Department consists of all the members of the Teaching & Research Staff (DEP), the members of the Special Education Staff (EEP), the members of the Laboratory Teaching Staff (EDIP) and the members of the Special Technical Laboratory Staff (ETEP).

Bodies of the Department according to Law 4957/2022 (A 141) as applicable are: a) the Assembly, b) the Board of Directors, c) the Head/Chair and d) the Deputy Head/Chair.

The Athens University of Economics and Business consists of three Schools & eight Departments:

1. SCHOOL OF ECONOMIC SCIENCES

Department of International and European Economic Studies

Department of Economics.

2. SCHOOL OF BUSINESS

Department of Management Science and Technology

Department of Business Administration

Department of Accounting and Finance

Department of Marketing and Communication.

3. SCHOOL OF INFORMATION SCIENCE AND TECHNOLOGY

Department of Informatics

ADMINISTRATIVE BODIES OF POSTGRADUATE STUDY PROGRAMS

Competent bodies for the organization and operation of the Postgraduate Study Programs are:

- a) the Senate,
- b) the Assembly of the Department,
- c) the Coordinating Committee (CC), and
- d) the Director of the Postgraduate Program.

Especially for inter-departmental, inter-institutional and joint programs, the responsibilities of the Department's Assembly are exercised by the Curriculum Committee

UNIVERSITY STAFF

The University staff consists of the following categories:

TEACHING STAFF

Teaching & Research Staff (DEP)

- Emeritus Professors
- Visiting Professors
- Special Education Staff (E.E.P.)
- Laboratory Teaching Staff (E.DI.P.)
- Special Technical Laboratory Staff (E.T.E.P.)
- Auxiliary Teaching Staff
- Teaching Fellows
- Scientific Faculty Members
- Adjunct Instructors
- Secondet Teachers

ADMINISTRATIVE STAFF

SERVICES

The Athens University of Economics and Business provides both administrative and other services (meals, housing, library, sport facilities etc.) aiming at serving both its students and staff. More information on the organization and operation of the University's services can be found on the University's website (<http://www.aueb.gr/en>).

GENERAL DESCRIPTION OF THE UNIVERSITY

The Athens University of Economics and Business (AUEB), as a Higher Educational Institution, is a legal entity governed by public law and supervised by the Ministry of Education, Research and Religious Affairs.

AUEB is, in order of seniority, the third Higher Education Institution of the country and the first in the fields of Economics and Business Administration. Later, the scientific fields of Informatics and Statistics were added. Since its founding, in 1920, AUEB has a rich and noteworthy tradition of significant academic achievements that define the present and create excellent prospects for the future.

The University as a center of excellence, in academic research and teaching, is rated as one of the leading universities in its subject areas in Greece and one of the best internationally. The high level of its staff, the quality in teaching and research, the modern curriculum/courses, but also the high demand of its graduates significantly enhance the University's brand name and reputation, in Greece and abroad.

Detailed information on the study programs is provided in the study guides and departmental websites.

ADMISSION/REGISTRATION PROCEDURE

Chief Regulations of the University (including academic recognition procedures)

The regulations include, for example:

- The University's Internal Operating Regulations
- The Organization of Administrative Services
- The Regulations for the Operation of Postgraduate and Doctoral Study Programs
- The Internal Regulation for conducting postdoctoral research

AUEB'S ECTS COORDINATOR

The University's ECTS Coordinator is the Quality Assurance Chairperson, who ensures the University's compliance with the principles and rules of the European credit accumulation and transfer systems, supervises compliance and implementation and is responsible for the full recognition and transfer of credit units.

PART II: INFORMATION ON THE EXECUTIVE MBA

A) GENERAL DESCRIPTION

The Executive MBA aims to develop the future leaders of business and organizations. Apart from learning the methods, techniques and tools, executives will graduate from the program with a deep understanding of the culture and the skills that contemporary leadership and strategic roles require.

The perfect balance between theory and practice, the academic scrutiny, the quality of education, the contemporary educational methodologies, but mostly the highly experienced and outstanding staff ensure that the students will cultivate their leadership and strategic skills and competencies.

It is the first Executive MBA in Greece. The Programme is addressed to managers and executives in a business or organization with a minimum experience of 3 years.

The Executive MBA has been accredited by the Association of MBAs (AMBA) since 2015 and listed among the best 21 European MBA programs according to the international institution Eduniversal in 2022.

Qualification awarded:

Executive Master in Business Administration (Executive MBA).

Admission requirements

Applicants must hold an undergraduate degree from a Greek or Foreign University or a Technological Educational Institution. For non-Greek undergraduate degrees, a recognition by the Hellenic National Academic Recognition Information Centre (DOATAP) is required in accordance with paragraph 76 of article 34 of Law 4485/2017.

Selection criteria:

1. G.P.A.
2. Performance in business administration related undergraduate courses.
3. Duration, kind and quality of work experience (a minimum of 3 years of experience after graduation).
4. Academic or professional recommendation letters
5. Personal interview. During the interview, the committee will evaluate:
 - 5.1. The candidates' ability to attend the program (analytical, general thinking, communication skills, leadership skills)
 - 5.2. The candidates' professional goals and career motivation.
 - 5.3. The candidates' ability to contribute to the learning process.

SUPPORTING DOCUMENTS

1. Application form (digital and hard copy).
2. Two recent passport photos.
3. First degree.

4. For non-Greek undergraduate degrees, a recognition by the Hellenic National Academic Recognition Information Centre –DOATAP is required in accordance with paragraph 76 of article 34 of Law 4485/2017.
5. Transcript of records.
6. English language certificate recognized by the Supreme Council for Civil Personnel Selection of Greece (ASEP).
7. Curriculum vitae
8. Two academic or professional recommendation letters.
9. Proof of the candidates' employment record (3 years minimum).
10. Personal statement.

The candidates should submit either the original or copies of the supporting documents. Documents from foreign authorities should be submitted in certified copies either by the issuing authority or a lawyer.

Educational and professional goals

The programme covers the following fields of study:

- a) Strategic Management,
- b) Leadership,
- c) Business Administration,
- d) Financial Management,
- e) Accounting,
- f) Marketing,
- g) Human Resources Management and
- h) Management of Information Systems

Upon successful completion of the programme, students will have acquired:

- Business/Entrepreneurial Thinking. To apprehend, evaluate and develop business opportunities and to focus on results while maintaining the highest ethical and integrity standards,
- Leadership Competencies. To lead, inspire and coach collaborators both inside and outside the individual's own organization. To develop transformational leadership skills to support their organizations' development in complex and uncertain environments,
- Decision Making and Creativity Skills. To evaluate complex information and make calculated decisions, all while integrating novel approaches to various aspects of businesses and organizations including innovative products, processes, business models and customer interactions,
- Systems Thinking. Apprehend the complex and integrated reality of all business activities, focusing in particular on the interplay between a business and its environment both locally and internationally/globally,
- Social Intelligence. To be able to interact effectively with all interlocutors encountered in their professional life. To act as role models of integrity and ethical conduct, and be ambassadors of diversity and sustainable development.

Access to further studies

Graduates of the programme have access to the 3rd cycle of studies (PhD studies). It is worth mentioning that although the programme is addressed to mature business executives, a number of graduates has pursued an academic career in Greek universities.

Library, study rooms, lab

The executive MBA students have access to a wide range of physical facilities like:

- Lecture rooms,
- Library,
- Computer centre,
- The Executive MBA computer lab.

Students also have access to online facilities like the A.U.E.B. e-learning platform, electronic resources, VPN connection and free Wi-Fi when on campus.

Academic and administrative staff

Faculty

Professors

[Doukidis Giorgos](#)
[Drakos Konstantinos](#)
[Caramanis Constantinos](#)
[Ioannou Giorgos](#)
[Kasimatis Konstantinos](#)
[Kokkinaki Flora](#)
[Papadakis Vasilis](#)
[Pouloudi Nancy](#)
[Soderquist Eric](#)
[Spyrou Spyros](#)
[Stathakopoulos Vlasis](#)
[Vakola Maria](#)

Associate Professors

[Dedoulis Emmanouil](#)
[Kapoutsis Ilias](#)
[Nikandrou Irene](#)
[Pramatari Katerina](#)
[Chatziantoniou Damianos](#)

Assistant Professors

[Androutopoulos Konstantinos](#)
[Thanos Ioannis](#)
[Karantinou Kalipso](#)
[Repoussis Panagiotis](#)
[Zisis Dimitris](#)

Emeritus Professors

[Chalikias Ioannis](#)
[Nikolopoulos Andreas](#)
[Venieris Georgios](#)

Visiting professors

[Artikis Panayiotis](#), Professor at the University of Piraeus
[Bourantas Dimitris](#), former Professor of Management at the A.U.E.B.
[Iordanoglou Dimitra](#), Assistant Professor at the Department of Communication, Media and Culture at Panteion University
[Madas Michael](#), Assistant Professor at the University of Macedonia
[Deliou Cleopatra](#), Dr, Lecturer at the Department of Marketing and Communication, A.U.E.B.
[Fraidaki Katerina](#), Dr, Lecturer at the Department of Management Science and Technology, A.U.E.B.

Administrative staff

Lampropoulou Katia, katialampropoulou@aueb.gr
Mavromara Eirini, emavro@aueb.gr

Course structure diagram with credits (60 per year)

To obtain their Degree, students need to successfully complete courses that correspond to 120 ECTS credits and submit a satisfactory Dissertation that corresponds to 18 ECTS credits. Instead of conducting a dissertation, students may choose to take three additional elective courses that correspond to 18 ECTS in total.

It is highly recommended that, prior to the official beginning of the lectures, students attend three preparatory courses.

Elective courses that do not concentrate a minimum cohort of 10 (ten) students cannot run.

By decision of the Special Interdisciplinary Committee the course schedule may be altered and the courses may be redistributed between semesters.

First year of studies

Preparatory courses

bm22103p	Quantitative Methods for Managers
bm22102p	Business Economics
bm22106p	Introduction to Financial Accounting and Reporting

Semester 1

Period 1	Course title	E.C.T.S.	Type of course
bm22101p	Management and Leadership Skills	7.5	Obligatory
bm22102p	Business Economics	7.5	Obligatory
Period 2	Course title	E.C.T.S.	Type of course
bm22106p	Financial Accounting and Reporting	5.5	Obligatory
bm22103p	Quantitative Methods for Business Decisions	7.5	Obligatory

Semester 2

Period 3	Course title	E.C.T.S.	Type of course
bm22105p	Organizational Behavior and HRM	5.5	Obligatory
bm22104p	Marketing	7.5	Obligatory
Period 4	Course title	E.C.T.S.	Type of course
bm22108p	Management of Information Systems	5.5	Obligatory
bm22107p	Financial Management	5.5	Obligatory

Semester 3

Period 5	Course title	E.C.T.S.	Type of course
bm22109p	Operations and Processes Management	8	Obligatory

Second year of studies

Semester 1

Period 1	Course title	E.C.T.S.	Type of course
bm22110p	Business Strategy	8	Obligatory
bm22212p	Market Research	5.5	Elective
bm22211p	Financial Analysis	5.5	Elective
bm22214p	Creative Decision Making	5.5	Elective
bm22213p	Big Data Analytics	5.5	Elective
Period 2	Course title	E.C.T.S.	Type of course
bm22220p	Project Management	5.5	Elective
bm22219p	Innovation Management	5.5	Elective
bm22215p	Managerial Accounting	5.5	
bm22217p	E-commerce	5.5	Elective
bm22216p	Marketing of Services	5.5	Elective

Semester 2

Period 3	Course title	E.C.T.S.	Type of course
bm22223p	Money and Capital Markets	6	Elective
bm22222p	Advertising and Corporate Communication	6	Elective
bm22221p	Sales Management	6	Elective
bm22224p	Supply Chain Management	6	Elective
bm22235p	Strategic Innovation and Entrepreneurship	6	Elective
bm22226p	Human Resources Management Systems	6	Elective
Period 4	Course title	E.C.T.S.	Type of course
bm22234p	Effective Management of Acquisitions, Mergers and Strategic Alliances Description	6	Elective
bm22229p	Portfolio Management	6	Elective
bm22230p	Total Quality Management	6	Elective
bm22232p	Conflict Management and Negotiation Skills	6	Elective
bm22228p	Organizational Development and Leadership of Changes	6	Elective

Final examination

Final written exams for every course take place at the end of the period they are taught. Resits for all courses take place at the end of each period.

Examination and assessment regulations

1. Class attendance is mandatory. Should students fail to attend the 2/3 of the lectures, they are required to repeat the course.
2. The final assessment of the courses is by written exams.
3. The composition of the final grade of each course is determined by the instructors. Individual and group assignments may contribute to the final grade. Participation in the examinations on the specified date announced in accordance with the Programme is mandatory.
4. The grading scale is set from zero (0) to ten (10) with subdivisions of 0,5. For a student to be considered as having successfully completed a course, the final grade for the course must be higher than 5.
5. In the event of students, unjustifiably, do not show up for a course's examination on the specific date, they miss the examination period and are deemed to have failed the course.
6. During their studies, students cannot fail in more than two courses per semester. Failures due to unjustifiable absences are counted in the maximum number of failures. If students fail in three (3) courses, they will be delisted from the programme by decision of the Special Interdisciplinary Committee.
7. Should students fail a course, they are entitled to resit the exams in the examination period of September. If they fail the course again, they are delisted from the programme.
8. In case of failure on examination of the dissertation, students may be re-examined only once more, within a period of three to six months. In case of failure on review students are delisted from the Programme by decision of the Special Interdisciplinary Committee
9. For the award of the M.A., a passing grade is required in all the postgraduate courses and the dissertation. If this condition is not met within the prescribed time limit, the postgraduate students are only entitled to a simple certificate of successful course attendance, where they have received a passing grade and the postgraduate students' participation in the Programme terminates.
10. In any event of delisting a postgraduate student, any tuition fees paid shall not be reimbursed.

ECTS programme co-ordinator

The Executive MBA ECTS Coordinator is the Programme Steering Committee. The members of the Committee ensure the University's compliance with the principles and rules of the European credit accumulation and transfer systems, supervise compliance and implementation and are responsible for the full recognition and transfer of credit units.

Academic Calendar 2022-2023

Cohort 2022-2024

	Preparatory courses	05.09.2022-21.09.2022	
		Lectures	Exams
Semester 1	Period 1	26.09.2022-10.11.2022	14.11.2022-18.11.2022
	Period 2	21.11.2022-19.01.2023	23.01.2023-26.01.2023
Semester 2	Period 3	31.01.2023-23.03.2023	27.03.2023-30.03.2023
	Period 4	03.04.2023-01.06.2023	05.06.2023-09.06.2023
Semester 3	Period 5	12.06.2023-10.07.2023	13.07.2023
	Two-days workshop	07.07.2023-09.07.2023	

Cohort 2021-2022

	Resits	30.08.2021- 03.09.2021	
		Lectures	Exams
Semester 1	Period 1	05.09.2022-03.11.2022	07.11.2021-18.11.2022
	Period 2	21.11.2022-12.01.2022	16.01.2023- 26.01.2023
Semester 2	Period 3	30.01.2023-17.3.2023	20.03.2023-31.03.2023
	Period 4	03.04.2023-02.06.2023	05.06.2023-20.06.2023
	Two-days workshop	24.06.2023-25.06.2023	

Public Holidays

- October 28th, 2022 (National Anniversary Day)
- November 17th, 2022 (The Anniversary of Polytechnio)
- January 6th, 2023 (Epiphany)
- February 27th, 2023 (Clean Monday)
- March 25th, 2023 (Greek Independence Day)
- June 5th, 2023 (Pentecost)

Christmas Break: 26.12.2022 - 06.01.2023

Easter Break: 10.04.2023 - 21.04.2023

B) DESCRIPTION OF INDIVIDUAL COURSE UNITS

FIRST YEAR OF STUDIES

Preparatory courses

QUANTITATIVE METHODS FOR MANAGERS Code: bm22103p

Type of course: Preparatory

Course level: 2nd cycle

Instructor: I. Halikias, Emeritus Professor at the Department of Marketing and Communication

E.C.T.S.: 0 credits

Learning outcomes:

On completion of this course, students should be able to:

- Understand key concepts for quantifying and managing information in business and management problems.
- Perform computer-aided data analysis using MS Excel or relevant statistical software.
- Analyze data in the context of other courses assignments.
- Understand the more advanced techniques of the next courses.
- Analyze the computer output and interpret the results.

Prerequisites: None

Course overview (syllabus):

The objective of the course is to provide the general framework of quantitative methods and their application in business applications. It will help participants, who do not necessarily have a background in mathematics, to understand how statistical tools and techniques are applied. It provides students with an overview of descriptive statistics, probability distributions, estimation, inferential tools and regression analysis, while special attention is given to the application of statistical methods to business applications and the recent trends in business analytics.

Recommended readings:

- Χαλικιάς, Ι., “Στατιστική: Μέθοδοι Ανάλυσης για Επιχειρηματικές Αποφάσεις”, 4η Έκδοση, Rosili, 2017.
- Berenson M.L., Levine D.M., Szabat K.A. & Stephan D.F., “Basic Business Statistics: Concepts and Applications”, 14th Edition, Pearson, 2019.

Teaching and learning methods: Lectures, private study hours.

Assessment methods: N/A.

Language of instruction: Greek and/or English

ECONOMICS FOR MANAGERS Code: bm22102p

Type of course: Preparatory

Course level: 2nd cycle

Instructor: K. Drakos, Professor at the Department of Accounting and Finance

E.C.T.S.: 0

Learning outcomes:

The course provides the necessary knowledge that business managers should possess with regards to the functioning of the economy and its interaction with the business sector. On successful completion of the course, students will be able to:

- Comprehend the basic microeconomic and macroeconomic quantities
- Understand how the fundamental economic variables are determined and what determines their trajectories
- Realize the basic interactions between the macro economy and the business environment
- Understand how economic policy stance and choices affect the business environment and business decisions.

Prerequisites: None

Course overview (syllabus):

The focus is on the firm and, specifically, its decision-making and macroeconomic environment. Topics covered include: demand, supply and the market; production, costs and revenues; profit maximization and other goals; market structure and pricing policy; firm's dynamic problems and uncertainty; households and the demand side; financial arithmetic; markets and the government; macroeconomic models; fiscal policy; monetary and exchange rate policy; the euro and the European Union; the world crisis and the Greek economy today.

Recommended readings: Instructor's notes

Teaching and learning methods: Lectures, private study.

Assessment methods: N/A.

Language of instruction: Greek and/or English

FINANCIAL ACCOUNTING Code: bm22106p

Type of course: Preparatory

Course level: 2nd cycle

Instructor: K. Karamanis, Professor at the Department of Business Administration

E.C.T.S.: 0

Learning outcomes:

After successfully completing the course, students will:

1. Understand the definition of the various elements of financial statements, their information content, the differences and similarities among them, and how these elements relate to the various aspects of performance, financial position and cash flows of a business organization.
2. Understand and apply the rules of the applicable reporting framework (IFRSs) in accounting for transactions and events involving key elements of financial statements (assets, liabilities, equity, revenue and expenses), and, most importantly, identify their impact on financial statement figures and how this impact may vary from statement to statement or over time.
3. Recognize and evaluate the information content of each financial statement, their components and their interrelationships, and use them to shed light on the various facets of a complex business organization, to make comparisons or set benchmarks.
4. Recognize the tools commonly used in financial analysis and be in a position to perform a comprehensive financial ratio analysis of a business organization, in order to evaluate business performance, financial position and cash flows. Such analyses, extended to cover information from the sector and the wider business environment, increase market awareness and demonstrate the importance of financial information for the management of business organizations. The course reinforces a holistic – systems approach to analysing business organizations, by bringing to light the underlying and sometimes hidden links between the various aspects of performance (e.g. profitability and cash flow generation), financial position (e.g. relative size and type of investments and financing), strategic decisions and wider business environment factors.
5. Understand the consequences of poor or fraudulent accounting practices and the importance of integrity and ethical conduct in preparing and publicizing corporate financial information stakeholders and other interested parties.

Prerequisites: None

Course overview (syllabus):

“Financial Accounting and Reporting” is designed with the particular needs of the Executive MBA students in mind. It aims to develop and/or extend students' knowledge and understanding of the role and use of financial reports and other financial information published by business organizations. The course adopts an international perspective on financial accounting and reporting, in view of the increasing globalization of the economy and the use of common accounting and reporting practices world-wide. However, links are often made with national practices in Greece and issues of current interest.

To help students with little or no prior knowledge of financial accounting, or to refresh knowledge acquired in the past, a series of three preparatory lectures is organized in September. The purpose of these lectures is to lay the foundations of knowledge (remembering and understanding in Bloom's taxonomy) in topics such as: basic accounting concepts, definitions and principles, the workings of the accrual-based accounting system and the preparation of simplified financial reports (financial statements), showing business performance and financial position.

Building on this foundation, the main part of the course (December-January) extends the knowledge to cover the accounting for key elements of financial statements (revenue and receivables, inventory and cost of goods sold, fixed assets and depreciation, equity, liabilities and cash flows). Then, the knowledge acquired is used for analyzing and evaluating information in business financial reports using a variety of financial ratios. Finally, such analyzes are processed together with other information, from within or outside the business organization, to inform rational business decision making.

Recommended readings:

- Libby, R., Libby, P. and Short, D., "Financial Accounting". 9th Edition, McGraw Hill, New York, 2020
- Stolowy, H., Lebas, M. and Ding, Y., "Financial Accounting and Reporting: A Global Perspective". Third Edition, Gengage Learning (SLD), 2010.
- Harrison, W., and Horngren, C., "Financial Accounting", Pearson Education, N. Jersey, 10th Edition, 2014.

Teaching and learning methods: Lectures, private study.

Assessment methods: N/A

Language of instruction: Greek and/or English

1st Semester

Period 1 (September - November)

MANAGEMENT AND LEADERSHIP SKILLS Code: bm22101p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: D. Bourantas, External professor, former professor at the Department of Management Science and Technology, A.U.E.B.

E.C.T.S.: 7.5

Learning outcomes:

On successful completion of the course, students will develop:

- The conceptual and theoretical background needed to understand and possess a clear big picture about the determinants of the organizational efficiency, effectiveness, competitiveness and sustaining success,
- Their System thinking,
- Understanding of differences between Manager and Leader,
- Understanding of the specific, managerial and leadership roles skills and competencies,
- Effectiveness of leadership behavior,
- Their ability to adapt their leadership style to each situation,
- Their ability to learn and to develop continuously their personal traits, virtuous, skills and competencies needed for the effective management and leadership and their successful career.

Prerequisites: None

Course overview (syllabus):

The course includes the contemporary concepts, theories, approaches, models and competencies of Management and Leadership. The course is based on a systematic approach in order to integrate the determinants of organizations' efficiency, effectiveness, competitiveness and sustaining success. Based on this framework, we develop the crucial role of Management and Leadership as well as the roles and the competencies of successful managers and leaders. Specifically, the course covers the following topics:

- Introduction to business management
- Fundamental mental tools and system thinking
- Management in the 21st century: a model of sustaining success
- Fundamental mental models: creative decision-making
- Introduction to organizational planning
- Organizational structure
- Introduction to leadership: systemic approach
- Leadership roles: a contemporary model
- Leadership styles
- Leadership derailment

- Leadership development

Recommended readings:

- Hellriegel D., Jackson S.E., Slocum J.W., "Management: a competency based approach", 10th edition, Singapore. South Western, 2004.
- Ulrich D., Zenger J., "Results based leadership", Massachusetts, HBSP, 2000
- McCall M.W., "High flyers: Developing the next generation of leaders", HBSP, 1999

Teaching and learning methods: Lecture, private study, assignment

Assessment methods: Assignment and final written exams.

Language of instruction: Greek and/or English

ECONOMICS FOR MANAGERS Code bm22102p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: K. Drakos, Professor at the Department of Accounting and Finance.

E.C.T.S.: 7.5

Learning outcomes:

On successful completion of the course, students should be able to:

- To assess business opportunities by relying on corporate information on the financial position, performance and liquidity of organizations. Most importantly they will develop a management mentality which will be based on understandings of the fundamentals of corporate financial information.
- To organize, inspire and guide colleagues through persuasive, rational proposals and allocation of tasks on the basis of actual business information and sound corporate financial knowledge.
- To conduct analyses of complex and diverse financial organizational contexts and make rational investment decisions and consultation.
- To delve into the organization's financial statements, industry factors and wider economic factors and apply an internationally employed methodological analysis.
- To become acquainted with standards of integrity and ethical conduct which underly professional life and social attitude and pave the way for corporate decision making for the benefit of a wide range of stakeholders.

Prerequisites: None

Course overview (syllabus):

The focus is on the firm and, specifically, its decision-making and macroeconomic environment. Topics covered include demand, supply and the market; production, costs and revenues; profit maximization and other goals; market structure and pricing policy; firm's dynamic problems and uncertainty; households and the demand side; financial arithmetic; markets and the government; macroeconomic models; fiscal policy; monetary and exchange rate policy; the euro and the European Union; world crisis and the Greek economy today.

Recommended readings:

- Auerbach, A.J., and Gorodnichenko, Y., "Measuring the Output Responses to Fiscal Policy," American Economic Journal: Economic Policy, Vol. 4, pp. 1–27, 2012.
- Barro, R. J., and Redlick, C.J., "Macroeconomic Effects from Government Purchases and Taxes," Quarterly Journal of Economics, Vol. 126, pp. 51–102, 2011.
- Barro, R.J., "Are Government Bonds Net Wealth?" Journal of Political Economy, 82: 1095—1117, 1974.
- Barro, R.J., "On the Determination of the Public Debt," Journal of Political Economy, 64: 93—110, 1989.

- Dolls, M., Fuest, C., and Peichl, A., “Automatic Stabilizers and Economic Crisis: US vs. Europe,” Journal of Public Economics, Vol. 96, pp. 279–94, 2012.
- Taylor, J.B., “Discretion Versus Policy Rules in Practice,” Carnegie-Rochester Conference Series on Public Policy, 39, pp. 195-214, 1993.
- Mankiw N.G., Taylor, P.M., Ashwin A., “Οικονομική των Επιχειρήσεων”, εκδ. Τζιόλα, 2017

Teaching and learning methods: Lectures, private study.

Assessment methods: Final exams.

Language of instruction: Greek and/or English

Period 2 (November - January)

FINANCIAL ACCOUNTING Code bm22106p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: K. Karamanis, Professor at the Department of Business Administration

E.C.T.S.: 0

Learning outcomes:

After successfully completing the course, students will:

1. Understand the definition of the various elements of financial statements, their information content, the differences and similarities among them, and how these elements relate to the various aspects of performance, financial position and cash flows of a business organization.
2. Understand and apply the rules of the applicable reporting framework (IFRSs) in accounting for transactions and events involving key elements of financial statements (assets, liabilities, equity, revenue and expenses), and, most importantly, identify their impact on financial statement figures and how this impact may vary from statement to statement or over time.
3. Recognize and evaluate the information content of each financial statement, their components and their interrelationships, and use them to shed light on the various facets of a complex business organization, to make comparisons or set benchmarks.
4. Recognize the tools commonly used in financial analysis and be in a position to perform a comprehensive financial ratio analysis of a business organization, in order to evaluate business performance, financial position and cash flows. Such analyses, extended to cover information from the sector and the wider business environment, increase market awareness and demonstrate the importance of financial information for the management of business organizations. The course reinforces a holistic – systems approach to analysing business organizations, by bringing to light the underlying and sometimes hidden links between the various aspects of performance (e.g. profitability and cash flow generation), financial position (e.g. relative size and type of investments and financing), strategic decisions and wider business environment factors.
5. Understand the consequences of poor or fraudulent accounting practices and the importance of integrity and ethical conduct in preparing and publicizing corporate financial information stakeholders and other interested parties.

Prerequisites: Preparatory course: Financial Accounting

Course overview (syllabus):

“Financial Accounting” is designed with the particular needs of the Executive MBA students in mind. It aims to develop and/or extend students' knowledge and understanding of the role and use of financial reports and other financial information published by business organizations. The course adopts an international perspective on financial accounting and reporting, in view of the increasing globalization of

the economy and the use of common accounting and reporting practices world-wide. However, links are often made with national practices in Greece and issues of current interest.

To help students with little or no prior knowledge of financial accounting, or to refresh knowledge acquired in the past, a series of three preparatory lectures is organized in September. The purpose of these lectures is to lay the foundations of knowledge (remembering and understanding in Bloom's taxonomy) in topics such as: basic accounting concepts, definitions and principles, the workings of the accrual-based accounting system and the preparation of simplified financial reports (financial statements), showing business performance and financial position.

Building on this foundation, the main part of the course (December-January) extends the knowledge to cover the accounting for key elements of financial statements (revenue and receivables, inventory and cost of goods sold, fixed assets and depreciation, equity, liabilities and cash flows). Then, the knowledge acquired is used for analyzing and evaluating information in business financial reports using a variety of financial ratios. Finally, such analyzes are processed together with other information, from within or outside the business organization, to inform rational business decision making.

Recommended readings:

- Libby, R., Libby, P. and Short, D., "Financial Accounting". 9th Edition, McGraw Hill, New York, 2020
- Stolowy, H., Lebas, M. and Ding, Y., "Financial Accounting and Reporting: A Global Perspective". Third Edition, Gengage Learning (SLD), 2010.
- Harrison, W., and Horngren, C., "Financial Accounting", Pearson Education, N. Jersey, 10th Edition, 2014.

Teaching and learning methods: Lectures, private study.

Assessment methods: Final exams.

Language of instruction: Greek and/or English

QUANTITATIVE METHODS IN DECISION MAKING Code: bm22103p

Type of course: Obligatory

Level of course: 2nd cycle

Instructor: P. Repoussis, Assistant Professor at the Department of Marketing and Communication

E.C.T.S.: 7.5

Learning Outcomes:

On successful completion of this course, Executive MBA students should be able to:

- Select the appropriate model and method that they should apply, according to the computational nature of the problem and the available data.
- Specify the model that would be more useful in understanding better a problem.
- Analyze alternative scenarios and examine the sensitivity of key strategy parameters to external factors.
- Design effective computational strategies for solving both complex and realistic size business applications.
- Implement the above in a large number of business functions.

Prerequisites: None

Course overview (syllabus):

This course focuses on the decision-making process of analyzing, formulating and solving a broad number of operational, tactical and strategic well-defined problems, via the design and the development of computational models and techniques.

Recommended readings:

- Hillier S.F., Lieberman J.G., "Introduction to Operations Research", 10th edition, McGraw-Hill, New York, 2015.
- Williams P.H., Model Building in Mathematical Programming, 5th Edition, Wiley, Hoboken, 2013

Teaching and learning methods: Lectures, lab-based tutorials, private study, assignment.

Assessment methods: Group assignment and written final exam.

Language of Instruction: Greek and/or English

2nd Semester

Period 3 (February - April)

ORGANIZATIONAL BEHAVIOR AND HRM Code bm22105p

Type of course: Obligatory

Course level: 2nd cycle

Instructors:

- D. Bourantas, External professor. Former professor at the Department of Science Management and Technology, A.U.E.B.
- D. Iordanoglou, Assistant Professor at the Department of Communication, Media and Culture at Panteion University

E.C.T.S.: 5.5

Learning outcomes:

After successfully completing the course, students will:

1. Demonstrate the ability to analyze, apply, and evaluate key organizational behavior theories and recommend actions that improve the attitudes and behaviors of individuals and groups in their organizations.
2. Demonstrate the ability to analyze, evaluate, and create bundles of human resource practices to facilitate executive-level strategic decision making.
3. Demonstrate capacity to employ different channels to effectively communicate with different levels of personnel and meet organizational goals.
4. Develop critical leadership and emotional skills and competences needed to motivate, empower, develop, coach and reward their people in order to achieve high performance.

Prerequisites: None

Course overview (syllabus):

This course introduces concepts from two major fields of study, Organizational Behavior (OB) and Human Resource Management (HRM).

Human resource management (HRM) is one of the most important determinants of organizational development and effectiveness. This module aims at introducing students to the recent theories and practices of HRM and highlighting the value of human capital in today's work environment.

Organizational behaviour (OB) will enable students to understand, explain, and ultimately improve the attitudes and behaviors of individuals and groups in their organizations. Topics such as motivation, empowerment, teamwork, interpersonal communication, are studied in the light of the 4th Industrial Revolution. Furthermore, the role of emotional intelligence will be analyzed and through experiential learning, participants will develop critical leadership and emotional skills for the future.

Recommended readings:

The course material consists of slides and other material made available electronically or in hardcopy.

Recommended Textbooks:

- Bourantas, D. Leadership. Kritiki
- Dessler, G. (2022). Human Resource Management. Kritiki
- Iordanoglou, D. (2008). Human Resource Management in modern organizations.
- Iordanoglou, D. et al. (2016). Leaders of the future. Pedio.
- Konopaske, R. Ivancevich, J. M. & Matteson, T. (2022). Organizational Behavior and Management. Tziolas

Papalexandri, N. & Bourantas, D. (2016). Human Resource Management. Benou

Teaching and learning methods: Lectures, private study, assignment.

Assessment methods:

The course is evaluated through:

1. Class participation (10%)
2. Individual and group projects (40% of final grade)
3. A final individual exam (50% of final grade)

Language of instruction: Greek and/or English

MARKETING Code bm22104p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: K. Karantinou, Assistant Professor at the Department of Management and Communication

E.C.T.S.: 7.5

Learning outcomes:

On successfully completing the course, students will be able to:

- Understand the logic, philosophy, functions and responsibilities of marketing.
- Develop an appreciation of the importance of marketing in developing, communicating and sustaining a competitive advantage.
- Comprehend the importance of the optimal usage of market research for a solid understanding of consumer behavior for business success.
- Identify the linkage between behavioral economics and marketing through the use of choice architecture and persuasion.
- Identify the stages and the processes involved in the marketing planning process.
- Understand the complexity of product/service portfolio decisions.
- Comprehend the multifaceted role of pricing and packaging.
- Ascertain the importance of loyalty and customer relationship management.

Prerequisites: None

Course overview (syllabus):

Global business practice has clearly manifested the key role of marketing in the success and longevity of any business. This course aims to provide students with an extensive understanding of the role and importance of marketing and to acquaint students with marketing models, applications, and best practices, such as the tools and applications of market research, the consumer behavior models and mechanisms, the choice architecture and persuasion tools and logic, as well as the decisions and the components of marketing strategy development and the stages of the marketing planning process.

Recommended readings:

- Armstrong, G. & Kotler, P. "Marketing: An Introduction", 14th edition, Pearson Publishing, 2020.
- Chaffey, D. & Ellis-Chadwick, F., "Digital Marketing: Strategy, Implementation and Practice", New York, Pearson Publishing, 2019.
- Don Peppers, R.M, "Managing Customer Experience and Relationships: A Strategic Framework", 3rd edition, Wiley, 2016.
- Kotler, P. & Keller, K.L., "Marketing Management", 15th edition, Prentice-Hall, 2016.
- Additional readings: Academic journal papers business practice examples and case studies will be uploaded on e-class.

Teaching and learning methods: Lectures, private study, assignment.

Assessment methods: Assignment and final exam.

Language of instruction: Greek and/or English

Period 4 (April - June)

MANAGEMENT OF INFORMATION SYSTEMS Code bm22108p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: G. Doukidis, Professor at the Department of Management Science and Technology

Instructor: N. Pouloudi, Professor at the Department of Management Science and Technology

E.C.T.S.: 5.5

Learning outcomes:

On successfully completing the course, students will be able to:

- understand the basic dimensions of the usage of information systems in organizations and the main issues related with its effective utilization.
- obtain the necessary conceptual background in order to understand the issues management faces in relation to information systems.
- identify the main functions of information systems management, and the basic theoretic and applied models that help the management of the IS function.
- make an overall evaluation of information systems status within an organization and suggest an integrated plan of action from a general management perspective.

Prerequisites: None

Course overview (syllabus):

Companies and organizations operating in today's economic and social environment cannot afford to ignore information and communication technology (ICT). ICT enables organizations to improve productivity, broaden their market, increase profits, and allow the introduction of new products/services or, conversely, endangers their survival in the long run. Business information systems can support a company's internal functions and its relations with its business partners, can simply automate transactions, enhance the design of business processes, provide sophisticated support to decision making or enable digital transformation. Regardless of how pervasive and strategic the role of Information Systems is found to be in an enterprise, or beyond in a particular context, management executives (both of IS specialization, but particularly in other business units) are required to understand the implications of digital technologies for their work and the organization in general, and to be able to leverage the capabilities of technology to support and materialize organizational goals.

The purpose of this course is to provide a broad understanding and appreciation of the importance of information systems and digital technologies in the modern business environment from the perspective of senior management - so that management makes the right decisions on issues relating to information systems. The course does not focus on technical matters (it is assumed that the student is familiar with basic concepts of Information Technology) but, mainly, on issues of information systems integration within the organization, information systems utilization according to the organization's capabilities and its implications on processes and individuals, as well as information resources management.

Recommended readings:

- The main textbook is: G. Doukidis, Innovation, Strategic Development and Information Systems (In Greek: Δουκίδης, Γ, «Καινοτομία, Στρατηγική Ανάπτυξη και Πληροφοριακά Συστήματα» Αθήνα, Εκδ. Σιδέρης, 2011).
- Alternatively, students may use the following textbook: E. Turban, L. Volonino, and G.R. Wood, Information Technology for Management, (International Student Version) 10th edition, 2015, John Wiley & Sons, Inc. (ISBN: 978-1-118-96126-1)
- Students are directed towards additional material in academic or professional articles in every lecture.

Teaching and learning methods: Lectures, private study.

Assessment methods: Final exams and group presentations.

Language of instruction: Greek and/or English

FINANCIAL MANAGEMENT Code bm22107p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: P. Artikis, External professor. Professor at the Department of Business Administration at the University of Piraeus

E.C.T.S.: 5.5

Learning outcomes:

On successfully completing the course, students will be able to:

- Evaluate the role of the Corporate Finance Manager and its main links to business objectives.
- Implement the basic theories and techniques of Corporate Finance.
- Explain and analyze the interrelationship between finance and governance.
- Understand the concept of the time value of money and be able to use basic time value concepts.
- Demonstrate the ability to evaluate investment decisions using a variety of appraisal techniques.
- Describe the major classes of securities issued by firms to raise capital.
- Understand how firms make initial public offerings and the costs of such offerings.
- List the key features that are typically outlined in the bond indenture, describe the key features of a bond, compute its yield to maturity and identify the main categories of bond ratings.
- Describe and calculate the cost of capital for a business.

Prerequisites: None

Course overview (syllabus):

The purpose of the present course is to introduce students to the basic theory of Corporate Finance. In the introduction the course examines the maximization of shareholders' wealth as the primary objective of financial management, and the functions of financial management, that is investment decisions, financing decisions, and financial analysis and planning. The main topics of the course are time value of money, capital budgeting, cost of capital, capital structure, and equity and bond financing. Capital budgeting involves evaluating investment proposals to acquire fixed assets. In doing so, the analyst needs to know the investment cost and the relevant incremental net cash flows that the investment is going to generate over its life. The main techniques for appraising investment projects, such as accounting rate of return, payback period net present value, profitability index and internal rate of return are discussed extensively.

Equity financing defines stock capital, the rights of shareholders, the types of stocks and the various values of stocks. It also discusses in detail the increase of stock capital, which can be implemented by selling new shares to the public, by transferring the firm's reserves to the stock capital, and by incorporating the fixed assets appreciation to the stock capital.

Bonds are a major source of long-term debt financing for companies. Bonds are classified in various types. Bonds are retired in a number of ways. Bond refunding is widely used to "roll over" corporate debt, particularly when interest rates have fallen. The analysis of refunding is treated like a capital budgeting

problem. The objective is to determine the net present value of the savings less investment outlay. The discount rate used is the after-tax cost of the new bond issue.

To decide the appropriate financing a company usually considers both the cost of capital and the risk involved in the various alternative sources of financing. It is proposed that risk is minimized when companies finance their fixed assets and a part of their current assets, with long-term financing.

Recommended readings:

- Ross S., Westerfield R., Jaffe J., “Χρηματοοικονομική των Επιχειρήσεων”, Broken Hill Publishers, 2017.
- Brealey, R.A., Myers, S.C. and Marcus, A.J., “Fundamentals of Corporate Finance”, 9th edition, Global: McGraw-Hill, 2018.
- Damodaran, A. “Applied Corporate Finance”, Wiley, 4th Edition, 2014.

Teaching and learning methods: Lectures, private study, assignment.

Assessment methods: Class participation, written assignment and final exams.

Language of instruction: Greek and/or English

3rd Semester

Period 5 (June - July)

OPERATIONS AND PROCESSES MANAGEMENT Code bm22109p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: D. Zisis, External professor. Assistant Professor at the University of East Anglia, Norwich Business School

E.C.T.S.: 8

Learning outcomes:

On successfully completing the course, the students should be able to:

- Understand the tasks and scope of Operations Management and how they relate to competitiveness, strategy and productivity in businesses and organizations,
- Understand the organizational structure and the various components, sub-systems and functions of a Production or Service Provisioning System,
- Apply appropriate qualitative and quantitative methods in various areas of operations management that will facilitate managerial decisions aligned to the strategic priorities of an organization.

Prerequisites: None

Course overview (syllabus):

This course introduces students to the design, analysis, optimization and functional control of operations - production or service provisioning systems- in both industrial and service companies. It highlights the intense need for effective management of the constrained resources of these systems. Through the course, the student will understand the organizational structure and the various components, sub-systems and functions of a production or service provisioning system. They will gain knowledge about the problems arising during their design and operation, and how these can be addressed through strategic choices, specific methods and analytical techniques.

The topics of the course cover all complex and interrelated business processes inherent in the system's operation, e.g., Operations Strategy – Lean Management, Product/Service/Process Design, Facility Location, Capacity Planning, Forecasting, Quality Management, Inventory Management, and System Control with ERP software. The course aims at providing a comprehensive perspective of most aspects of production and operation management, and presenting an overview of the main managerial techniques that are used by today's complex enterprises in managing their operations.

Recommended readings:

- Cachon, G. and C. Terwiesch, “Matching Supply with Demand: An Introduction to Operations Management”, 4th Edition, New York, McGraw-Hill Education, 2020.
- Krajewski, L.J., L.P. Ritzman and M.K. Malhotra, “Operations Management Processes and Supply Chains”, 11th Edition, New York, Pearson, 2016.
- Slack, N. and A. Brandon-Jones, “Operations Management”, 9th Edition, New York, Pearson. 2019.
- Zisis, D., G. Ioannou and A. Burnetas, “Coordinating manufacturing and warehousing decisions under bilateral information asymmetry”. Production and Operations Management, (2020), 29(2), 371-387.

Teaching and learning methods: Lectures, private study, written assignment.

Assessment methods: Group assignment and final exams.

Language of instruction: Greek and/or English

SECOND YEAR OF STUDIES

1st Semester

Period 1 (September - November)

BUSINESS STRATEGY Code bm22110p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: V. Papadakis. Professor at the Department of Business Administration.

E.C.T.S.: 8

Learning outcomes:

On successfully completing the course, students will be able to:

- Understand how to craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
- Develop understanding on how to build and sustain competitive advantage.
- Realize what type of structure, systems, people, a company needs to successfully implement a chosen strategy.
- To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.

Prerequisites: None

Course overview (syllabus):

The course covers five basic areas of strategy:

1. How to analyze the external environment of the company: (Structural Analysis of Industries, Strategic Groups, Scenario Planning)
2. How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as the creation of dynamic capabilities)
3. How to direct the company into the future (mission/vision/strategic intent)
4. How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how are we going to implement this expansion, are we going to acquire, merge, form an alliance with another business).
5. How to build and sustain competitive advantage
6. What type of structure, systems, people, does a company need to successfully implement a chosen strategy?
7. How can we strategically innovate and change the rules of the game in our own industry or a new industry?

Recommended readings:

- Papadakis V., “Business Strategy: International and Greek Experience”, 7th Edition, Volume A’, Benos Publishing Co, 2016.
- Thompson, A.A., M.A. Peteraf, J.E. Gamble and A.J. Strickland III, “Crafting and Executing Strategy: Concepts and Cases”, 22th edition, McGraw-Hill, 2020.
- Hill, C., Schilling M.A. and Jones G., “Strategic Management Theory: An Integrated Approach”, 12th edition, Cengage Learning, 2016.
- Hitt, M.A., Ireland R.D. and Hoskisson R.E., “Strategic Management: Competitiveness and Globalization”, 12th edition, Cengage Learning, 2017
- Whittington, R., Renger P., Angwin D., Johnson G., Scholes K., “Exploring Strategy”, 12th Edition, Pearson, 2020.

Teaching and learning methods: Lectures, private study, written assignment, business game.

Assessment methods: Class participation, Business game, written assignment and final exams.

Language of instruction: Greek and/or English

MARKET RESEARCH Code bm22212p

Type of course: Elective

Course level: 2nd cycle

Instructor: V. Stathakopoulos, Professor at the Department of Marketing and Communication

E.C.T.S.: 5.5

Learning outcomes:

On successfully completing the course, students will be able to:

- Improve their problem definition skills. Only if the problem is defined in an appropriate manner will the research results be useful.
- Critically evaluate alternative research designs and to develop and select the most appropriate one for a particular problem situation.
- Implement a simple research design/project – selection of a data collection method, development of the data collection instrument, sample design, collection and analysis of the data, and reporting the results.
- Know various data analysis procedures that is used in market research.

Prerequisites: None

Course overview (syllabus):

This course is designed to give students the tools to become intelligent users of market research. The goal is to provide students with a good understanding of the logic of market research, various types of market research and the market research process, and the role of market research in decision making. Obviously, a major focus will be method, but our discussion will not be as detailed as would be required of a market research supplier.

1. Introduction to market research
2. Measurement: case study Bay-Madison
3. Tools for data collection
4. Qualitative: case study Kendal-Vetmat
5. Sampling: case study Arbitron
6. Data analysis SPSS

Recommended readings:

- Σταθακόπουλος Β., “Μέθοδοι Έρευνας Αγοράς”, Unibooks, 2017
- Case studies (e-material)

Teaching and learning methods: Lectures, private study, written assignment.

Assessment methods: Written assignment and final exams.

Language of instruction: Greek and/or English

FINANCIAL ANALYSIS Code bm22211p

Type of course: Elective

Course level: 2nd cycle

Instructor: K. Kasimatis, Associate professor at the Department of Business Administration

E.C.T.S.: 5.5

Learning outcomes:

On successfully completing the course, students will be able to:

- Understand the concept of working capital management and its impact on corporate performance.
- Identify the trade-offs between liquidity/risk and profitability involved in working capital management.
- Carry out an analysis to reach a decision pertaining to the working capital management.
- Assess and actively manage the level of operational and financial leverage of the firm.

Prerequisites: None

Course overview (syllabus):

The course focuses on the day-to-day tasks of the Chief Financial Officer. Specifically, we examine the decision-making process on working capital issues, such as inventory management, cash management, credit policy, short-term cash investments, operational and financial leverage as well as dividend policy. For each of these topics, the material taught analyzes best practices from various corporations and the impact of working capital management on corporate profitability and liquidity. The course consists of six sessions. Each session includes lecture material and a case study or an exercise pertinent to the subject examined.

Recommended readings:

- Αποστολόπουλος Ι., “Ειδικά Θέματα Χρηματοδοτικής Διοικήσεως”, Γ' εκδ., Σταμούλης, Αθήνα, 2012.
- Brigham, E.F. και Ehrhardt, M.C., “Financial Management, Theory and Practice”, 16th ed. Cengage Learning, 2020.
- Zutter C.J. και Smart S., “Principles of Managerial Finance”, 15th ed.. Pearson, 2019

Teaching and learning methods: Lectures, case studies, private study.

Assessment methods: Final written exams.

Language of instruction: Greek and/or English

CREATIVE DECISION MAKING Code bm22214p

Type of course: Elective

Course level: 2nd cycle

Instructor:

E.C.T.S.: 5.5

Learning outcomes:

On successfully completing this course, students should be able to:

- discover new ways to break conceptual mental blocks and move beyond traditional thinking patterns and behaviors
- identify problems and analyze the target problem
- generate fresh perspectives and new ideas to achieve real competitive advantage by thinking differently from your competitors
- choose and implement the best solution
- employ the creative thinking techniques and strategies in various work-related situations.

Prerequisites: None

Course overview (syllabus):

This course is designed to enable business executives, experienced engineers, managers, decision-makers, team leaders and employees at all levels of the organization to understand that creativity is a skill that can be learned and thus improve their ability to think creatively and generate innovative ideas and solutions to everyday challenges. To this end, this course presents a systematic start-to-finish decision making framework that integrates the most successful creative thinking techniques and strategies.

Recommended readings: Instructor notes

Teaching and learning methods: Lectures, private study.

Assessment methods: Final written exams.

Language of instruction: Greek and/or English

NOT AVAILABLE FOR ACADEMIC YEAR 2022-2023

BIG DATA ANALYTICS Code bm22213p

Type of course: Elective

Course level: 2nd cycle

Instructor: D. Chatziantoniou, Associate Professor at the Department of Management Science and Technology.

E.C.T.S.: 5.5

Learning outcomes:

On successfully completing the course, students will be able to:

- Design a relational database.
- Use SQL to write simple and somehow complex queries.
- Design a simple star schema for a data warehouse and build OLAP reports.
- Use a popular visualization tool for data analysis.
- Understand the fundamentals of next generation data management systems.

Prerequisites: None

Course overview (syllabus):

This elective course is designed to introduce EMBA students to big data management concepts, as evolved in the last few years in the context of big data applications. The course is going to cover issues related to data modeling, SQL, business intelligence, analytics, visualization tools and modern data management systems.

Recommended readings:

- Jensen C. and Pedersen T. and Thomsen C., "Multidimensional Databases and Data Warehousing", Synthesis Lectures on Data Management, Morgan & Claypool Publishers, 2010.
- Garcia-Molina H. and Ullman J. and Widom J., "Database systems - The Complete Book", 2nd edition, Pearson Education, 2011.

Teaching and learning methods: Lectures, private study, assignment.

Assessment methods: Written assignments and final exams.

Language of instruction: Greek and/or English

Period 2 (November - January)

PROJECT MANAGEMENT Code bm22220p

Type of course: Elective

Course level: 2nd cycle

Instructor: M. Madas, External professor. Assistant Professor at the University of Macedonia.

E.C.T.S.: 5.5

Learning outcomes:

On successfully completing the course, students will be able to:

- Evaluate and select the most promising project proposals.
- Define project objectives and work structure with clear roles, responsibilities, and measurable outcomes.
- Schedule optimally the project execution with simultaneous consideration of scope, time, and cost-trade-offs.
- Allocate and manage efficiently resources to different tasks/activities.
- Build, optimize and monitor realistic project plans using scope, cost, and schedule baselines as a means of evaluating project progress.

Prerequisites: None

Course overview (syllabus):

The course deals with the principles, tools, and challenges of project management, the vital function of managing complex projects in contemporary organizations and companies. It offers a practical and structured approach to managing projects or programs throughout their implementation lifecycle. The course deals with the principles, tools, and challenges of project management, the vital function of managing complex projects in contemporary organizations and companies. It offers a practical and structured approach to managing projects or programs throughout their implementation lifecycle.

Recommended readings:

- Kerzner, H.R., "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", 12th Edition, Wiley, 2017.
- Larson, E.W. and Gray C.F., "Project Management: The Managerial Process", 7th Edition, McGraw-Hill/Irwin, 2018.
- Shtub, A. and Rosenwein M., "Project Management: Processes, Methodologies, and Economics", 3rd Edition, Pearson, 2016
- Burke, R., "Project Management: Planning and Control Techniques", 5th Edition, John Wiley & Sons, 2013.
- Project Management Institute (PMI), "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)", 7th Edition, 2021.

Teaching and learning methods: Lectures, private study, lab-based exercises.

Assessment methods: Final written exams.

Language of instruction: Greek and/or English

INNOVATION MANAGEMENT Code bm22219p

Type of course: Elective

Course level: 2nd cycle

Instructor: K.E. Soderquist, Professor at the Department of Management Science and Technology

E.C.T.S.: 5.5

Learning outcomes:

On successfully completing the course, students will be able to:

- Understand how innovation can be developed in any organization and in various different ways,
- Assess the innovation potential of an organization and propose actions for enhancing innovation outputs,
- Understand creativity as an organizational phenomenon and how it can be developed,
- Design organizational processes that support creativity and its transformation into innovation,
- Apply methods and tools for structuring, developing and assessing innovation and creativity, including Directed Creativity Approaches, Product and Technology Life Cycles, Stage-Gate Model, and 10 Types of Innovation.

Prerequisites: None

Course overview (syllabus):

Innovation is critically important for firms, industries, and regional and national economies alike. Today, managers are called upon to innovate their way out of the crisis, and from a broader societal perspective all are becoming more engaged in innovating our way to a more sustainable development of industrial and business systems. Innovation has to do with something novel in terms of products, processes or administrative procedures. It is traditionally linked to improving competitiveness from unique offerings providing enhanced value to users and consumers. In this context, demands for creative thinking and for processes canalizing this thinking into innovations that pay off in the marketplace are raised on leaders, managers and all members of organizations. In this vein, the course aims at developing an understanding of innovation and creativity as phenomena and processes in organizations, how they can be managed and enhanced, and how practical tools and methods can be used in order to achieve more and better innovation. The course aims at opening up the black box of innovation and creativity, and equipping the students with concepts, frameworks and methods that will help them apprehend and better manage innovation.

Recommended readings:

- Dyer, J., Gregersen, H., Christensen, C. "The Innovators DNA", Harvard Business Review, December 2009: 60-67. (for session 2).
- Pisano, G. "You Need an Innovation Strategy", Harvard Business Review, June 2015: 60-67. (for session 3).
- Gartner, "Top Strategic Technology Trends for 2021", <https://www.gartner.com/smarterwithgartner/gartner-top-strategic-technology-trends-for-2021/>. (for session 5).

- Wilson & Daugherty, "Humans and AI Are Joining Forces", HBR, July-Aug. 2018: 114-123. (for session 5).
- Pisano, G. "The Hard Truth about Innovative Cultures", HBR, Jan-Feb 2019: 62-71. (for session 6).

Teaching and learning methods: Lectures, private study, exercises, written assignment.

Assessment methods: Oral presentations, written assignment and final written exams.

Language of instruction: Greek and/or English

MANAGERIAL ACCOUNTING Code bm22215p

Type of course: Elective

Course level: 2nd cycle

Instructor: G. Venieris, Honorary Professor at the Department of Accounting and Finance

E.C.T.S.: 5.5

Learning outcomes:

On successful completion of the course, the students should be able to:

- Understand the global theories and techniques of managerial accounting as well as the contemporary trends in this discipline.
- Choose the most appropriate tools and methods to use for the extraction and processing of suitable information regarding the decision to be taken.

Prerequisites: None

Course overview (syllabus):

The course focuses on the analysis and the use of financial accounting and cost accounting data in managerial and business decisions.

Recommended readings:

- Hilton, R., M. Maher and F. Selto, "Cost Management. Strategies for Business Decisions", International Edition, McGraw-Hill, 4th ed., 2008.
- Βενιέρης, Γ. και Κοέν Σ., "Διοικητική Λογιστική", P.I. Publishing, 2007.

Teaching and learning methods: Lectures, private study, exercises, assignment.

Assessment methods: Written exams.

Language of instruction: Greek and/or English

NOT AVAILABLE FOR ACADEMIC YEAR 2022-2023

E-COMMERCE Code bm22217p

Type of course: Elective

Course level: 2nd cycle

Instructor: K. Pramadari, Associate Professor at the Department of Management Science and Technology

E.C.T.S.: 5.5

Learning outcomes:

On the successful completion of the course, students should be able to:

- Build and manage e-commerce initiatives in companies.
- Develop a complete electronic shop.
- Develop a business-plan for an e-venture.
- Evaluate success factors for e-business models.

Prerequisites: None

Course overview (syllabus):

The growth of the Internet and electronic commerce in the last decade has dramatically changed the business landscape and the way that enterprises communicate with their customers and the broader business community (consumers, public administration, or other firms). The world-wide-web in combination with new technological infrastructures and business models provides opportunities for novel business activities, more effective management of interorganisational processes, and efficient interactive communication through electronic means. This course covers the area of e-Commerce and e-Business through an interdisciplinary approach, combining business and technology application elements. The course has a practical focus, aiming to support decisions related to the development and management of e-business initiatives.

Recommended readings:

- Turban, E., King, D. "Electronic Commerce 2012 - Managerial and Social Networks Perspectives 7/E", Pearson Prentice Hall, 2012.
- Buttle, F., "Customer Relationship Management: Concepts and Tools", Elsevier, 2004.
- Doukidis, G. and Vrechopoulos, A. (Eds), "*Consumer Driven Electronic Transformation: Applying New Technologies to Enthuse Consumers and Transform the Supply Chain*", Springer-Verlag, 2005.
- Doukidis, G., Mylonopoulos, N. & Pouloudi, N. (Eds.), "Social and Economic Transformation in the Digital Era". Hershey: Idea Book Publishing, 2004.
- Farhoomand A. & Lovelock P., "Global eCommerce: text and cases", Prentice Hall, 2001.
- Jelassi, T. & Enders, A., "Strategies for e-business. Creating Value through Electronic and Mobile Commerce". Prentice Hall, 2005
- Laudon, K.C. & Guercio Traver, C., "E-commerce. Business. Technology". Society. (4th ed.) Pearson Education, 2008.

Teaching and learning methods: Lectures, private study, exercises, assignment.

Assessment methods: Assignment, class participation and final written exams.

Language of instruction: Greek and/or English

MARKETING OF SERVICES Code bm22216p

Type of course: Elective

Course level: 2nd cycle

Instructor: K. Karantinou, Assistant Professor of Marketing at the Department of Marketing and Communication.

E.C.T.S.: 5.5

Learning outcomes:

On successfully completing the course, students will be able to:

- Understand the customer-centric logic, the philosophy, functions and responsibilities of marketing.
- Develop an appreciation of the importance of marketing in developing, communicating and sustaining a competitive advantage.
- Comprehend the importance of the optimal usage of market research for a solid understanding of consumer behavior for business success.
- Identify the linkages between behavioral economics and marketing through the use of choice architecture and persuasion.
- Identify the stages and the processes involved in the marketing planning process.
- Understand the complexity of product/service portfolio decisions.
- Comprehend the multifaceted role of pricing and packaging.
- Develop an appreciation of the importance of branding and marketing communications.
- Understand the importance of customer loyalty and the tools and techniques for the achievement of customer retention and customer relationship management.

Prerequisites: None

Course overview (syllabus):

The services sector is the dominant driving economic force worldwide and marketing and management practices in this field are evolving rapidly. There is as a result an increasing academic and business interest in the services sector, where the manufacturing-based models of business and marketing practice are not always useful, relevant, and appropriate. Services organizations differ in many important respects, posing a number of interesting challenges to managers, and thus requiring a distinctive approach to the development of marketing strategies. This course aims to provide students with an extensive understanding of the distinguishing characteristics of services and their implications, and to acquaint students with services marketing models, applications, and best practices, as ways to deal effectively with the unique challenges in services.

Recommended readings:

- Γούναρης, Σ. & Καραντινού, Κ., “Μάρκετινγκ Υπηρεσιών”, Εκδόσεις Rosili, 2014.
- Fisk, P.R., Grove, J.S., & John, J., “Services Marketing Interactive Approach”, 4th Edition, Southwestern Cengage Learning, 2013.
- Lovelock, C. H. & Wirtz, J. “Services Marketing: People, Technology, Strategy”, 6th Edition, Pearson, Prentice-Hall, 2007.

- Wirtz, J., Chew, P., & Lovelock, C., “Essentials of Services Marketing”, 2nd Edition, Pearson Education, 2012.
- Additional readings: Academic journal papers business practice examples and case studies will be uploaded on e-class.

Teaching and learning methods: Lectures, private study, assignment.

Assessment methods: Assignment and final written exams.

Language of instruction: Greek and/or English

2nd Semester

Period 3 (February - April)

FINANCIAL MARKET ANALYSIS Code bm22223p

Type of course: Elective

Course level: 2nd cycle

Instructor: S. Spyrou, Professor at the Department of Accounting and Finance

E.C.T.S.: 6

Learning outcomes:

On successful completion of the course, students should be able to:

- understand the role of modern money and capital markets.
- evaluate and price instruments and products in bond, equity, and derivative markets.
- choose the suitable product depending on investment/position requirements depending on risk profile.
- understand the use of these products for risk management.

Prerequisites: None

Course overview (syllabus):

The module aims to present valuation methods and discuss the most important instruments of modern money and capital markets. More specifically, we shall discuss fixed income security markets, swap markets, future and option markets, and stock markets. Furthermore, important issues on the informational efficiency of these markets will be critically evaluated along with theoretical inconsistencies and puzzles (limits to arbitrage, equity premium puzzle, closed end fund puzzle, dividend puzzle, etc).

Recommended readings:

- Hull, J.C. "Options, Futures & Other Derivatives", Prentice Hall International, Inc, 4th ed., 2000.
- Fabozzi, F., "Investment Management", 2nd Edition, Prentice Hall, 1999.
- Spyrou, S. "Money & Capital Markets", Benou Publishing, 2013 (LA: Greek)
- Lecture notes and slides

Teaching and learning methods: Lectures, case studies, in-class exercises private study.

Assessment methods: Final written exams.

Language of instruction: Greek and/or English

ADVERTISING AND CORPORATE COMMUNICATION Code bm22222p

Type of course: Elective

Course level: 2nd cycle

Instructor: F. Kokkinaki, Professor at the Department of Marketing and Communication

E.C.T.S.: 6

Learning outcomes:

On successful completion of the course, students will be able to:

- Effectively use the communication mix components of a comprehensive communication program.
- Develop strategies for successful positioning and diversification for each consumer segment towards which a communication program is addressed to.
- Understand the way that integrated communication strategy helps building strong brands.
- Evaluate the effectiveness of an integrated communication plan and its strengths and weaknesses.
- Develop their own designs of integrated communication, using all components of marketing mix and applying new trends in marketing.

Prerequisites: None

Course overview (syllabus):

It is a fact that communication is a mainstay of our daily lives and this could not spare the meaning of communication within the company. The meaning of the symbol, the value the consumer gains when using a specific brand and the lifestyle it promotes are all issues closely connected to the communication policy of the company. A challenge emerges; all actions concerning the company's communications are coordinated and directed towards a specific direction, under the scope of an Integrated Communications Strategy, creating and reinforcing the image of the product-service. The concepts of advertising and corporate communication can therefore be regarded under the wider scope of integrated corporate communication. Integrated Communications Strategy is thus the process by which the company designs and manages promotional tools to achieve its goals. These objectives may include various groups such as potential and real customers, potential and real internal customers, i.e. employees as well as the community in which the company operates shareholders, suppliers and other potential partners. Through this course participants will learn how to handle and implement the components of the communications mix: advertising, sales promotion, personal selling, direct marketing, publicity and public relations. Some other important concepts to be examined are events organization and sponsorship. Emphasis will be given on modern forms of communication that current executives cannot ignore to be competitive, such as guerilla marketing, experiential marketing, the importance of atmospherics, viral marketing, and the use of social media for the of the company's benefit. Upon completion of this course participants will be able to design a program of integrated communication and to evaluate its effectiveness, suggesting corrective actions wherever and whenever needed.

Recommended readings:

- Arens, W. F., & Weigold, M. F., "M: Advertising" (4th Ed.). New York: McGraw-Hill, 2018.
- Belch, G. E., & Belch, M. A., "Advertising and Promotion: An Integrated Marketing Communications Perspective" (11th Ed.). New York: McGraw-Hill, 2018.

- Clow, K. E. & Baack, D.E., “Integrated Advertising, Promotion and Marketing Communications: Global Edition” (8th Ed.). Upper Saddle River, NJ: Pearson. 2017.
- Katz, H., “The Media Handbook: A Complete Guide to Advertising Media Selection, Planning, Research, and Buying” (7th Ed.). New York: Routledge, 2019.
- Moriarty, S., Mitchell, N., Wood, C., & Wells, W. D., “Advertising & IMC: Principles and Practice” (11th Ed.). New York: Pearson, 2018.
- Percy, L., “Strategic Integrated Marketing Communications”. Berlington, MA: Elsevier, 2008.
- Schultz D. E. & Schultz H., “IMC, The Next Generation: Five Steps for Delivering Value and Measuring Returns Using Marketing Communication”. New York: McGraw-Hill, 2004.

Teaching and learning methods: Interactive lectures, case studies, group assignment, private study.

Assessment methods: Assignment and final written exams.

Language of instruction: Greek and/or English

NOT AVAILABLE FOR ACADEMIC YEAR 2022-2023

SALES MANAGEMENT Code bm22221p

Type of course: Elective

Course level: 2nd cycle

Instructor: V. Stathakopoulos, Professor at the Department of Marketing and Communication

E.C.T.S.: 6

Learning outcomes:

On successfully completing the course, students will be able to:

- Comprehend how the strategic sales program is related to the company's strategic marketing planning.
- Know the three interrelated processes of a sales program.
- Design and organize an effective sales program.
- Implement successfully a sales program – hiring and training sales personnel, motivating salespeople and rewarding sales force.

Prerequisites: None

Course overview (syllabus):

Sales force management involves three interrelated activities: (1) the formulation of a strategic sales program, (2) the implementation of the sales program, and (3) the evaluation and control of sales performance. The purpose of this course is to provide an intensive review of activities in each of these domains. The course covers the three interrelated processes of sales force management in sequence. First, the course will provide an understanding of the “fit” between sales management and marketing and the formulation of the strategic sales program. Second, we turn our attention to implementation activities. Here, we will discuss topics such as salesperson performance, sales aptitude, recruiting personnel and the design of compensation systems. Finally, we address issues related to the evaluation, assessment, and control of sales management activities.

Recommended readings:

- Αυλωνίτης Γ. και Σταθακόπουλος Β., “Αποτελεσματική Οργάνωση και Διοίκηση Πωλήσεων”, Unibooks, 2008
- Μελέτες Πρακτικών Περιπτώσεων (e-υλικό)

Teaching and learning methods: Lectures, case studies, private study.

Assessment methods: Written final exams.

Language of instruction: Greek and/or English

SUPPLY CHAIN MANAGEMENT Code bm22224p

Type of course: Elective

Course level: 2nd cycle

Instructors:

- K. Androutsopoulos, Assistant Professor at the Department of Management Science and Technology

E.C.T.S.: 6

Learning outcomes:

On successful completion of the course, students will be able to:

- plan, design and execute the primary and supporting SCM functions;
- decide on the appropriate type of supply chain operation, taking into account the characteristics of the products/services and their resulting requirements/constraints on supply chain operations;
- adopt a systemic and holistic approach (integrative supply chain management) with simultaneous consideration of strong interdependencies and cost trade-offs among interdependent business functions;
- apply the appropriate methods/tools and emerging technologies for the optimization of supply chain design and operation
- deploy measures and metrics for supply chain performance assessment.

Prerequisites: None

Course overview (syllabus):

The objective of the course is to introduce basic concepts, principles, and methods related to the planning, design and operation of contemporary supply chains of companies and organizations. The course highlights the strategic role and importance of logistics and supply chain management along with the associated key and supporting business processes in companies and organizations. Particular emphasis is placed on the performance assessment and optimization of supply chain network design decisions, inventory and warehouse management, as well as distribution management. Furthermore, the course discusses the introduction of ICTs and emerging trends in Supply Chain Management (SCM) in the global business landscape.

Recommended readings:

- Lecture notes
- Chopra, S., “Διοίκηση Εφοδιαστικής Αλυσίδας”, Επιστ. επιμέλεια Ανδρουτσόπουλος, Κ. Μαντάς, Μ. Εκδόσεις Α. Τζιόλα & Υιοί Α.Ε., 2020. ISBN: 978-960-418-875-8
- Robeson, J.F., Copacino, W. C., “The Logistics Handbook”, The Free Press, New York, 1994.
- Stock, J.R., Lambert, D.M., “Strategic Logistics Management”, 4th Edition, McGraw-Hill/Irwin Publishing, 2000.

Teaching and learning methods: Lectures, private study.

Assessment methods: Written final exam.

Language of instruction: Greek and/or English

STRATEGIC INNOVATION AND ENTREPRENEURSHIP Code bm22235p

Type of course: Elective

Course level: 2nd cycle

Instructor: V. Papadakis, Professor at the Department of Business Administration

E.C.T.S.: 6

Learning outcomes:

On successfully completing the course, students will be able to:

- Understand how strategic innovators (who are usually startups or companies outside the industry) think in their attempt to change the rules of the game in a given industry? Understand the existing techniques/ways of thinking that can help innovators analyze the market and create strategic innovations (e.g. blue ocean strategy, who/what/how thinking). Given that empirical research shows that strategic innovators usually fail, understand the main factors which lead innovators to failure. Analyze and evaluate the main lessons that innovators can draw from empirical research in order to create and sustain long lasting innovations to the benefit of society and maximize their chances of success.
- Understand why incumbents usually ignore or even falsely react to strategic innovations and in many cases become prey. Analyze and evaluate the factors that prevent incumbents not only from responding but even from having a basic understanding of the threat that strategic innovations pose. Understand the role of stereotypes/mental models, organizational structures, values, capabilities and systems. Help incumbents evaluate the situation and create the best possible strategies to respond to strategic innovations. Understand how incumbents could create the strategic innovations in their own industries. Analyze and understand the leadership, organizational, systemic and other enablers to strategic innovations.
- Understand that even the most successful strategic innovation can be imitated/overcome. Students should understand, analyze and evaluate the enabling mechanisms that could help organizations transform themselves into learning organizations (i.e. organizations that learn by themselves and adapt to innovations before they have to). Ideally, we would like our organizations to become serial innovators and create the innovations of the future.

Prerequisites: None

Course overview (syllabus):

An executive MBA strives to develop the leadership and strategic competences of its students. The present course has at its core the strategic innovation (strategic/disruptive innovation). Undoubtedly in any sector of activity innovations occur. These often come from companies outside the boundaries of the industry/sector. For example in the banking industry we witness the Fintech revolution. Banking services are offered by technology companies (e.g. apple, google, Samsung), retail companies (e.g. Walmart) even automobile companies. Technology revolutionizes the retail industry, even the education industry. There exists no sector of activity where strategic innovations do not occur. They strive to change the rules of the game, often at the expense of incumbent companies. Efficient response by incumbents to strategic innovations is a matter of life or death. At the same time unexpected events as the covid-19 pandemic accelerate strategic innovations in any sector of activity.

Recommended readings:

- Παπαδάκης Β. “Επίκαιρα Θέματα Στρατηγικής των Επιχειρήσεων”, Εκδόσεις Μπένου, 2^η έκδοση, Οκτώβριος 2018
- Kim, C.W. and Mauborgne R., “Blue Ocean Shift: Beyond Competing - Proven Steps to Inspire Confidence and Seize New Growth”, Harvard Business School Press, 2017.
- Markides, C., “Game-Changing Strategies: How to Create New Market Space in Established Industries by Breaking the Rules”, John Wiley and Sons, 2008.
- Markides C., “All the Right Moves: A Guide to Crafting Breakthrough Strategy”, Boston, Harvard Business School Press, 2000.
- Kim, C.W. and Mauborgne R., “Blue Ocean Strategy”, Harvard Business School Press, 2005
- Markides C., and Oyon D., “What to Do Against Disruptive Business Models (When and How to Play Two Games at Once)”, MIT Sloan Management Review, Summer 2010, pp. 25-32.
- Christensen, C.M., “The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail”, Boston, Harvard Business School Press, 1997”, Boston, Harvard Business School Press, 1997.

Teaching and learning methods: Lectures, private study, case studies, assignment.

Assessment methods: Assignment and final written exams.

Language of instruction: Greek and/or English

HUMAN RESOURCES MANAGEMENT SYSTEMS Code bm22226p

Type of course: Elective

Course level: 2nd cycle

Instructor: Eirini Nikandrou, Assistant Professor in HRM, AUEB

E.C.T.S.: 6

Learning outcomes:

After successfully completing the course, Executive MBA students will be able to:

- Develop an understanding on how HR strategies and systems can be aligned to the business context and organizational strategies in order to be effective and add value to the organization.
- Effectively use the appropriate human resource practices by selecting, training and developing, assessing and rewarding employees in order to organize, inspire and guide employees, teams and business units to enhance long-term performance.
- Analyze and recognize the conditions that promote a high-performance work system and effectively participate in decisions concerning the human capital of the organization.
- Understand the fit among the different HR systems and how they form an effective bundle (internal fit), the fit among the HR systems and other organizational systems to support the organizational strategy (external fit), and the fit with the wider business and economic environment.
- Become acquainted with ethical standards and considerations that must be taken into account when managing human resources by promoting diversity, well-being, corporate responsibility and sustainability.

Prerequisites: None

Course overview (syllabus):

This elective course is addressed to Executive MBA students, who are interested in deepening their knowledge in HRM systems and processes and learn how to effectively carry out HR practices. We will take a fresh, critical look at people functions within the organization and we will discover more robust, precise and insightful ways to assess and build capability in a team, a unit or across an organization using HRM systems and tools. Moreover, students will learn how HR systems can help them deliver a more skilled, fulfilled and motivated workforce – one that is able to work in newly flexible ways, treated fairly and rewarded for their efforts. A key objective of this course is to show that HR management is a central and strategic organizational activity of increasing complexity and importance. More specifically, we will focus on the bundles of HRM systems organizations adopt with the objective of adding value to the organization through recruiting, retaining and motivating the human asset. These HRM systems include selection, learning and development, performance management, high performance work systems.

Recommended readings:

Main Textbook: Noe, Hollenbeck, Gerhart and Wright (2021), *Fundamentals of Human Resource Management*, McGraw-Hill Education, 9th edition (International eds).

A1: Gibson, A. (2021), *Agile Workforce Planning: How to Align People with Organizational Strategy for Improved Performance*. Kogan Page, London.

A2: Picardi, C.A. (2019), *Recruitment and Selection: Strategies for Workforce Planning & Assessment*. Sage, Thousand Oaks.

A3: Maylett, T., and Wride, M., (2017), *The Employee Experience: How to Attract Talent, Retain Top Performers, and Drive Results*. Wiley, New Jersey.

A4: Gerhart, B., and Newman, J. (2019), *Compensation*, McGraw-Hill Education, 13th edition.

Pulakos, E.D., and Battista, M. (2019), *Performance Management Transformation: Lessons Learned*. The Society for Industrial and Organizational Psychology Professional Practice Series.

A5: Garavan, T., Hogan, C., Cahir-O'Donnell, A., and Gubbins, C. (2020), *Learning & Development in Organisations: Strategy, Evidence and Practice*. Oak Tree Press, Irish Institute of Training and Development, Cork.

Lancaster, A., (2019), *Driving Performance through Learning*. Kogan Page, London, Kindle edition. ISBN-10 0749497432.

Additional readings are provided for each class.

Teaching and learning methods:

Class time will include a variety of teaching and learning methods, including lectures, case study analysis, individual and team-based exercises, videos, diagnostic tools to encourage each individual to participate and get involved in learning.

Assessment methods:

Grading will be based on quality of performance in the following areas:

Individual Assignment: 70%.

Learning Lab (Team Presentations): 30%.

Language of instruction: Greek and/or English

4th Period (April - June)

EFFECTIVE MANAGEMENT OF ACQUISITIONS, MERGERS AND STRATEGIC ALLIANCES **DESCRIPTION Code bm22234p**

Type of course: Elective

Course level: 2nd cycle

Instructor: I. Thanos, Assistant Professor at the Department of Business Administration

E.C.T.S.: 6

Learning outcomes:

On successfully completing the course, students:

- will gain in-depth knowledge of the reasons why Acquisitions and Mergers (M & As onwards) and Strategic Alliances (SAs onwards) are performed and the determinants and processes of successful M & As and SAs.
- will be better prepared for the changes that occur after M & As and SAs as they often affect themselves.
- will lay the groundwork for future engagement with the field even if they are indirectly associated with it (e.g. business consultants, lawyers, accountants, etc.).
- will be equipped with knowledge of the latest and most advanced theories and tools of M & As and SAs that have direct application in their workplace.

Prerequisites: None

Course overview (syllabus):

Acquisitions and Mergers (M & As onwards) and Strategic Alliances (SAs onwards) are the most common techniques of strategic development. In 2020 alone, about 50,000 M & As were held and their value reached \$ 5 trillion worldwide. According to recent academic studies, on average, 40% of companies' turnover in the near future will come from SAs with other organizations and companies, up from 10%, 15 years ago. International and Greek academic research as well as many surveys of leading strategy and management consulting firms suggest that a percentage ranging between 50-80% of M & As and SAs tend to fail to deliver the initially desired results. In Greece during the last ten years, a frenzy of M & As and SAs was observed, a trend which is expected to continue in the future in many sectors (banking, telecommunications, transport, public administration, tourism, health services, pharmaceutical companies, education, etc.).

This course covers the need that exists in the Greek market for a thorough understanding of the phenomenon of M & As and SAs which affects companies, employees themselves, the wider competitive environment and the economy.

The course is structured on the basis of the most modern global academic literature as well as the experience that comes from conducting research in M & As and SAs. A variety of teaching methods will be used such as interactive lectures, use of multiple Greek or international case studies, role play (negotiation), simulation games, etc.

Recommended readings:

- Papadakis, V.M. and Thanos, I.C. “Measuring the Performance of Acquisitions”, British Journal of Management, (2010). 21, 4, 859-873
- Thanos, I.C, and Papadakis, V.M. “The Use of Accounting-Based Measures in Measuring M&A Performance: A Review of Five Decades of Research”, Advances in Mergers and Acquisitions, (2012) 10,103-120
- Thanos, I.C., Papadakis, V.M., Angwin, D.N. “Does changing contexts affect linkages throughout the Mergers and Acquisitions (M&A) process? A multiphasic investigation of motives, Pre and Post acquisition processes and Performance”. Strategic Change, (2020) 29,2, 149- 164
- Dyer, J., Kale, P., & Singh, H. “When to Ally and When to Acquire”, Harvard Business Review, (2004), 82,108-115.
- Dyer, J., Kale, P., & Singh, H. “How to make strategic alliances work”, Sloan Management Review, (2001), 42,4, 37– 43

Teaching and learning methods: Interactive lectures, multiple Greek and international case studies, role play and negotiation, simulation games.

Assessment methods: Class participation and final written exams.

Language of instruction: Greek and/or English

PORTFOLIO MANAGEMENT Code bm22229p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: P. Artikis, External professor. Professor at Department of Business Administration, University of Piraeus.

E.C.T.S.: 6

Learning outcomes:

On successfully completing the course, students will be able to:

- Have an advanced knowledge of portfolio management techniques and how those techniques can be put into practice.
- Be able to apply the main portfolio management techniques to real datasets of company share prices, and to give informed advice on the construction of portfolios.
- Critically evaluate portfolio management techniques and adapt them to specific portfolio problems.
- Take complex financial information pertaining to assets returns and distil from this the information relevant for portfolio construction.
- Determine and present recommendations for portfolio construction, based on the requirements of a client.
- Be capable of taking new portfolio management techniques from the literature, and, where possible, implement them using Excel spreadsheets.

Prerequisites: None

Course overview (syllabus):

This course aims to help students develop a broad knowledge and understanding of the asset management process and practice. The investment management industry is globally one of the largest and most complex industries, handling transactions in financial assets worth of trillions of dollars annually. The asset management industry plays an important role in the financial sector globally, by managing the investments of private and institutional clients. Students will have the opportunity to understand practical issues that arise in managing client portfolios, either private or institutional. Main topics covered include the investment policy statement, applying portfolio theory in practice, portfolio risk management, performance measurement, asset allocation, security selection and professionally managed portfolios. The course has a very practical emphasis and all methods are applied in a series of class exercises and cases.

Recommended readings:

- Bodie, Z., Kane, A., and Marcus, A., "Investments", 11th Edition, McGraw-Hill, 2018.
- Damodaran, A., "Investment Valuation", 3rd Edition, Wiley Finance, 2012.

Teaching and learning methods: Lectures, case studies, private study, assignment.

Assessment methods: Class participation, assignment, final written exams.

Language of instruction: Greek and/or English

TOTAL QUALITY MANAGEMENT Code bm22230p

Type of course: Elective

Course level: 2nd cycle

Instructor: K. Deliou, External professor. Doctor in Quality Management.

E.C.T.S.: 6

Learning outcomes:

On successfully completing the course, students will be able to:

- Understand the necessity of applying quality programs
- Become familiar with the requirements of quality standards and the criteria of different quality models.
- Implement improvement initiatives themselves;
- identify ways of approaching quality by analyzing case studies and good practices for implementing IOP systems.

Prerequisites: None

Course overview (syllabus):

This course introduces participants to the principles of Total Quality Management (TQM) and continuous improvement. Quality management can be the key to diversification and can become a strategic competitive advantage. The topics covered during the course are: quality concepts, introduction to various standards and quality models, presentation of tools to improve quality and achieve excellence as well as key elements of cost of quality. Students will learn to prioritize quality problems and implement quality actions. At the end of the course, participants will be familiar with the requirements of ISO 9001 as well as the principles and criteria of applying the EFQM Excellence model and the Model of the European Business Ethic Network (EBEN) based on Business Ethics, Corporate Social Responsibility and Corporate Governance.

Recommended readings:

1. Davies, A. J. and A. K. Kochhar, "A framework for the selection of best practices", International Journal of Operations & Production Management, (2000), 20(10), 1203-1217.
2. Jarrar, Y. F. and M. Zairi, "Internal transfer of best practice for performance excellence: a global survey", Benchmarking: An International Journal, (2000), 7(4), 239-246.
3. Tricker, R., "ISO 9001: 2008 for Small Businesses", Routledge, 2014
4. Phillips, A. W., "ISO 9001: 2015 Internal Audits Made Easy: Tools, Techniques, and Step-by-Step Guidelines for Successful Internal Audits", ASQ Quality Press, 2015
5. Hakes, C., The EFQM Excellence Model for assessing organizational performance, Van Haren, 2007

Teaching and learning methods: Lectures, private study, assignment.

Assessment methods: Assignment.

Language of instruction: Greek and/or English

NOT AVAILABLE FOR ACADEMIC YEAR 2022-2023

CONFLICT MANAGEMENT AND NEGOTIATION SKILLS Code bm22232p

Type of course: Elective

Course level: 2nd cycle

Instructor: I. Kapoutsis, Assistant Professor at the Department of Business Administration

E.C.T.S.: 6

Learning outcomes:

After successfully completing the course, students will:

1. Demonstrate the ability to apply fundamental concepts and theories in conflict management and negotiations to actual business situations.
2. Be able to analyze the behavior and motivations of others as well as the contextual parameters of a negotiation and to incorporate this information into their own behavior.
3. Appraise the benefits and drawbacks of various types of competitive and cooperative behavior.
4. Be able to integrate theory and feedback from simulations and case studies conducted in-class into future negotiation experiences.

Prerequisites: None

Course overview (syllabus):

The negotiation process is intricate and requires knowledge, skill, and experience. This course is designed to equip students with the skill necessary to effectively prepare, formulate negotiation strategies and manage conflicts and contingencies in real-time. In addition, the course aims to develop students' abilities to effectively communicate with others, manage their own and others' emotions and interpret the needs and aspirations of their counterparts. Students, will then participate in negotiation simulations (role-plays), receive feedback, mirror their behavior and discuss alternative courses of action with their peers.

Recommended readings:

The course material consists of slides and other material made available electronically or in hardcopy.

Recommended Textbooks:

Thompson, L. (2021). *The mind and heart of the negotiator*, 7th Edition (Global edition). Pearson. ISBN-10: 1292399465; ISBN-13: 978-1292399461.

Other Textbooks:

Lewicki, R., Saunders, D., & Barry, B. (2014). *Negotiation*, 7th edition, McGraw-Hill. ISBN-10: 0078029449; ISBN-13: 978-0078029448

Articles: List of articles that also are exam material will be indicated in class.

Fisher, R., Ury, W., & Patton, B. (2011). *Getting to Yes: Negotiating agreement without giving in*, 3rd revised edition, Penguin. ISBN-10: 1844131467; ISBN-13: 978-0143118756.

- Ingerson, M. C., DeTienne, K. B., Hooley, J. M., & Black, N. A. (2020). Dealing with dysfunction: Negotiating with difficult individuals. *Negotiation Journal*, 36(3), 287-307.
- Kapoutsis, I. (2021). The initiation of negotiations: Understanding and managing five sources of motivation. Working paper.
- Kapoutsis, I., & Volkema, R. (2019). Hard-core toughie: Donald Trump's negotiations for the United States presidency. *Negotiation Journal*, 35(1), 47-63.
- Lax, D. A. (2006). 3-D Negotiation. Harvard Business School Press.
- Malhotra, D. (2015). Control the negotiation before it begins. *Harvard Business Review*, December 2015, pp. 3-8.
- Malhotra, D. & Bazerman, M. (2008). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*. Bantam.
- Tjosvold, D. (2006). Defining conflict and making choices about its management, *International Journal of Conflict Management*, 17, pp. 87-95.
- Volkema, R. (1999). *The Negotiation Toolkit: How to get exactly what you want in any business or personal situation*. AMACOM.
- Volkema, R. (2006). *Leverage: How to get it & how to keep it in any negotiation*. AMACOM.
- Volkema, R. J., & Kapoutsis, I. (2016). From Restaurants to Board Rooms How Initiating Negotiations Teaches Management Principles and Theory. *Journal of Management Education*, 40(1), 76-101.
- Watkins, M. (2006). *Shaping the Game: The New Leaders Guide to Effective Negotiating*. Harvard Business School Press.

Teaching and learning methods: Lectures, private study.

Assessment methods: The course is evaluated through:

1. Class participation (15%)
2. A final individual exam (85% of final grade)

Language of instruction: Greek and/or English

ORGANIZATIONAL DEVELOPMENT AND LEADERSHIP OF CHANGES Code bm22228p

Type of course: Elective

Course level: 2nd cycle

Instructors:

- D. Bourantas, External professor, Former Professor at the Department of Management Science and Technology, A.U.E.B.
- M. Vakola, Associate Professor at the Department of Marketing and Communication.

E.C.T.S.: 6

Learning outcomes:

On successfully completing the course, students will be able to:

- plan and to implement organizational changes effectively
- gain people's commitment and put them on board to implement changes
- consult effectively people and organizations
- manage and change organizational culture.

Prerequisites: None

Course overview (syllabus):

Organizations operate and grow in a constantly changing environment. In order to survive, they need to be able to adapt to these changes and manage effectively the human resources by understanding their key role in organizational success. Modern managers need to constantly monitor the environment for changes and develop the skills to deal with them. The course is designed to equip students with tools and techniques to analyze the environment and manage changes effectively. The course will cover the fundamentals of change management theory, with a special emphasis on the role of human resources.

Recommended readings:

- Βακόλα Μ. & Κατσαρός, Κ., "Διοίκηση αλλαγών στις επιχειρήσεις", Εκδόσεις Μπένο, 2020.
- Robbins S.P., Judge T.A., "Organizational Behavior", 16th edition, Pearson, 2014
- Noe, R, Hollenbeck, J., Gerhart, B., Wright, P., "Human Resource Management", 9th edition, McGraw-Hill, 2014
- Luthans, F., Youssef, C.M., "Investing in people for competitive advantage", Organizational Dynamics, 33(2), 2004
- Bartlett, C., Ghoshal, S., "Building competitive advantage through people", Sloan Management Review, Winter 2002
- Nicholson, N. , "How to motivate your problem people", HBR, January 2003

Teaching and learning methods: Lectures, private study, assignment.

Assessment methods: Assignment and final written exams.

Lauage of instructions: Greek and/or English

FINANCIAL STATEMENTS AND BUSINESS DECISION-MAKING: CASE STUDIES Code bm22236p

Type of course: Elective

Course level: 2nd cycle

Instructor: E. Dedoulis, Associate Professor at the Department of Business Administration

E.C.T.S.: 6

Learning outcomes:

On successfully completing the course, students will be able to:

- calculate financial ratios of profitability, liquidity and capital structure, based on real corporate financial statements
- identify financial evidence - such as negative equity, negative working capital, excessive debt, insufficient liquidity, prolonged negative results - and relate this information to specific corporate events and strategies.

Προαπαιτούμενα: The obligatory course “Financial Accounting and Reporting”, code bm22106p

Course overview (syllabus):

The course aims to highlight in a simple and comprehensive way the central importance of the analysis of financial statements and other business information for the development of strategies and business decisions. The course is designed for students with basic knowledge of financial accounting and adopting the perspective of the non-specialist user focuses on case studies of important international and Greek companies, such as (indicatively) Aegean, Thomas Cook, Flybe and Carillion (cases are updated every year). Through the analysis of profitability, liquidity and capital structure indicators over time, in combination with other business information, students become familiar with a number of business cases and decisions, such as business bankruptcy, liability restructuring, strategic alliances, acquisitions and mergers, etc..

Recommended readings:

Higgins, R., Koski, J., Mitton, T., “Analysis for Financial Management”. McGraw Hill education, 12th edition, 2019.

Teaching and learning methods: Lectures, private study, assignment.

Assessment methods: Assignment and final written exams.

Language of instruction: English

PART III: GENERAL INFORMATION FOR THE STUDENTS

GENERAL STUDENT INFORMATION

The Athens University of Economics and Business provides not only high-quality education but also high-quality student services. The adoption of the Presidential Decree 387/83 and Law 1404/83 defines the operation, organization, and administration of Student Clubs at Universities, which aim at improving the living conditions of the students and enhance their social and intellectual wellbeing through engagement and socialization initiatives.

To fulfill this objective the University ensures the required infrastructure for housing, meals, and sports activities through the operation of a student restaurant, reading rooms, library, organization of lectures, concerts, theatrical performances, and excursions in Greece and abroad. Further in this context, the University supports the development of international student relations, organizes foreign language classes, computer/software literacy classes, and courses in modern Greek as a foreign language for foreign students and expatriated Greek students.

Detailed information on meals, housing, fitness, foreign languages, cultural activities, scholarships, financial aid, is provided on the website of AUEB's Student Club at <https://lesxi.aueb.gr/>

ELECTRONIC SERVICES

A significant number of procedures related to both attendance and student care are carried out electronically through applications of the University or the Ministry of Education and Religious Affairs. All applications are accessible with the same codes (username & password).

- **E-mail account:**

Detailed instructions for using the Webmail Service are provided at <https://www.aueb.gr/el/content/webmail-manual>

- **Electronic Secretariat (Student Register)**

The Electronic Secretariat application is the information system through which students can be served by the Department's Secretariat via the web.

- **Wireless network**

Using their personal codes, students have access to a wireless network in all areas of the Athens University of Economics and Business buildings/campus. Wi-Fi instructions

- **E-Learning Platform – Eclass**

The Open eClass platform is an integrated Electronic Course Management System and is the proposal of the Academic Internet (GUnet) to support Asynchronous Distance Education Services.

Instructions are provided at <https://eclass.aueb.gr/info/manual.php>

MEDICAL SERVICES, INSURANCE / HEALTHCARE

Undergraduate, postgraduate and PhD students at the University who have no other medical and hospital care are entitled to full medical and hospital care in the National Health System with coverage of the relevant costs by the National Health Service Provider. A psychiatric counseling service also operates at the University, staffed with a physician specializing in the treatment of mental health issues. More information at <https://www.aueb.gr/en/content/health-care> .

SERVICES TO STUDENTS WITH SPECIAL NEEDS

The Athens University of Economics and Business ensures the facilitation of students with special needs, through the design, implementation, and environmental adaptations, for access to the university building facilities. In the main building there are specially configured lifting machines, ramps, and elevators. There are also special regulations for conducting exams for students with special needs. The Athens University of Economics and Business has established a Committee for Equal Access for people with disabilities and people with special educational needs. The Commission is an advisory body and submits recommendations to the competent bodies for the formulation and implementation of the policy of equal access for persons with disabilities and persons with special educational needs.

Through the Library services, students with physical disabilities are granted electronic access to the recommended Greek bibliography of the courses taught at the University. In this context, the Association of Greek Academic Libraries (SEAB) has developed a multimodal electronic library called AMELib. More information is available at <https://www.aueb.gr/el/lib/content/amea-atoma-me-idiateires-anages> .

STUDIES ADVISOR

The Studies Advisor guides and advises students on their studies. The Curriculum Committee appointed for the academic year 2022-2023, Professors - Advisors of thematic sections, for all students of the Programme, the following:

- Economics and Finance, Dr. Konstantinos Kasimatis, Professor
- Accounting, Dr. Constantinos Caramanis, Professor
- Communication and Marketing, Dr. Kalypso Karantinou, Assistant Professor
- Information System Management & Technology, Dr. Pouloudi Athanasia, Professor
- Operations and Processes Management, Dr. Zissis Dimitris, Assistant Professor

LIBRARY AND STUDY ROOMS

The Library & Information Center of the University operates at the University's main building. The AUEB Library is a member of the Hellenic Academic Libraries Association (Heal-LINK), the European Documentation Centers Europe Direct and the Economic Libraries Cooperation Network (DIOBI).

Three Documentation Centers operate within the library:

- The European Documentation Center
- The Organization for Economic Cooperation and Development (OECD) Documentation Center
- The Delegation Center of the World Tourism Organization (WHO)

The library contributes substantially both to meeting the needs for scientific information of the academic community and to supporting studying and research. The library provides access to:

- printed collection of books and scientific journals,
- course books used in modules,
- collection of electronic scientific journals& books
- postgraduate theses and doctoral theses that are produced in Athens University of Economics and Business and deposited in digital form at the PYXIDA institutional repository
- sectoral studies
- statistical series by national and international organizations
- audiovisual material
- information material (encyclopedias, dictionaries)
- databases on the topics used by the University
- printed collections of other academic libraries

The library lends all its printed collections, except for magazines and statistical series, in accordance with its internal rules of operation. The Library and Information Center offers reading rooms, computer workstations for visitors, photocopiers and printing machines, and interlibrary loan of books and journal articles from other academic libraries that are members of its network. More information at <https://www.aueb.gr/en/library>.

INTERNATIONAL PROGRAMMES AND INFORMATION ON INTERNATIONAL STUDENT MOBILITY

Athens University of Economics and Business is actively involved in the Erasmus+ Program since 1987 promoting cooperation with universities, businesses, and international organizations of the European Union (EU) as well as in the mobility of students, teaching, and administrative staff.

In addition, strengthening its internationalization objectives, it creates new opportunities through the Erasmus+ International Mobility Program. Within this framework, mobility scholarships are granted through the State Scholarships Foundation (SSF) to incoming and outgoing students of the three study cycles, according to the funding approved each year by the State Scholarship Foundation for the University. Outgoing students have the possibility to spend a period of study at a Partner Institution outside the EU with full academic recognition through the application of the ECTS credits system <https://www.aueb.gr/en/content/erasmus-programme>

CONNECTING WITH THE JOB MARKET AND ENTREPRENEURSHIP

D.A.STA.O.P.A. (<https://www.aueb.gr/el/dasta>) is the administrative unit of the University that plans, coordinates and implements the actions of the Athens University of Economics and Business in the following areas:

- a) development of entrepreneurship and innovation
- b) connecting students and graduates with the labor market
- c) connecting the academic community with businesses
- d) student internship programs and,
- e) supporting research utilization actions

STUDENT ASSOCIATIONS

Various student organizations and clubs are active within the Athens University of Economics and Business <https://www.aueb.gr/el/content/student-associations> .

ALUMNI NETWORK

Adhering to a long tradition of educating future top executives in the economic, social, and political life of the country, AUEB is proud that thousands of its graduates hold leading positions in companies, organizations, research institutes and universities in Greece and abroad. Understanding the importance of developing and strengthening the bond with its graduates, AUEB created its Alumni network including a platform <https://alumni.aueb.gr> where all graduates of the University can register. The main objectives of the Network are the connection of the graduates with their colleagues and former fellow students, and

diffusion of information about activities, services, and events in and around the University that concern them.

Additional information on Clubs and Alumni Associations is available on the website <https://www.aueb.gr/el/content/organizations-and-associations-of-students-and-alumni> .

VOLUNTEER PROGRAMME

Within the framework of its strategies, the "AUEB Volunteers" Volunteering Program was launched in September 2017. The aim of the Program is to highlight important social issues and the value of participation and practical contribution, but also to raise community awareness regarding the 17 UN Sustainable Development Goals. Actions are developed around two pillars: (a) actions addressed to AUEB's Community, which have as their main objective the maintenance of the quality of the University's infrastructure based on their aesthetics and functionality, and (b) actions addressed to Greek society. <https://auebvolunteers.gr/> .

QUALITY ASSURANCE

Athens University of Economics & Business implements a quality assurance policy in order to continuously improve the quality of its educational programs, research activities and administrative services, and upgrade the academic and administrative processes and the University's overall operations. The Quality Assurance Unit (MODIP) coordinates and supports all related activities including the administration of the University-wide teaching and course evaluation process by students across all programs.

More information can be found here <https://aueb.gr/modip> .

TRAINING AND LIFELONG LEARNING CENTER

The Center for Training and Lifelong Learning (**KEDIVIM**) is an AUEB unit which ensures the coordination and interdisciplinary cooperation in the development of training programs, continuing education, training and in general lifelong learning, which complement, modernize and/or upgrade knowledge, competences, and skills, acquired from formal education, vocational education and initial vocational training systems or from work experience, facilitating integration or reintegration in the labor market, job security and professional and personal development. <https://www.aueb.gr/el/content/dia-vioy-mathisi-kedivim-opa> .