



SCHOOL OF BUSINESS

EXECUTIVE MBA

STUDY GUIDE

2024-2025



ΔΙΑΤΜΗΜΑΤΙΚΟ ΜΕΤΑΠΤΥΧΙΑΚΟ

Executive MBA

ΟΙΚΟΝΟΜΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ

TABLE OF CONTENTS

PART I: INFORMATION ABOUT THE INSTITUTION	4
Academic Calendar	5
AUEB’s OPERATIONAL STRUCTURE	5
AUEB’s ACADEMIC STRUCTURE	6
ADMINISTRATIVE BODIES OF POSTGRADUATE STUDY PROGRAMS	7
admission/registration procedure.....	8
AUEB’s ECTS Coordinator	8
PART II: INFORMATION ON THE EXECUTIVE MBA	9
A) General Description	9
Qualification awarded:	9
Admission requirements	9
Educational and professional goals	10
Access to further studies	11
Library, study rooms, lab	11
Academic and administrative staff	12
Course structure diagram with credits (60 per year)	12
Final examination	15
Examination and assessment regulations	15
ECTS programme co-ordinator	15
Academic Calendar 2024-2025	16
B) Description of Individual Course Units	17
FIRST YEAR OF STUDIES	17
SECOND YEAR OF STUDIES	38
PART III: general information for the students	75
GENERAL STUDENT INFORMATION	75
ELECTRONIC SERVICES	75
Medical Services, Insurance / Healthcare	75
Services to Students with Special Needs	76
Studies Advisor	77
Library and Study Rooms	77
International Programmes and Information on International Student Mobility	78
Connecting with the Job Market and Entrepreneurship	78
Student ASSOCIATIONS	78

Alumni Network.....	78
Volunteer Programme	79
Quality Assurance	79
training and Lifelong Learning center	79

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 Vasilios Vasdekis

Vice Rector of Academic Affairs and Personnel

Associate Professor Leonidas C. Doukakis

Vice Rector of Research and Lifelong Learning

Professor Georgia Siougle

Vice Rector of Financial Planning and Infrastructure

Associate Professor Eleanna Galanaki

Vice Rector of International Cooperation and Development

Professor Athanasia (Nancy) Pouloudi

SCHOOL OF BUSINESS

Dean: Associate Professor Aggeliki Polymenakou

DEPARTMENTS

DEPARTMENT OF BUSINESS ADMINISTRATION

Chair: Professor George J. Siomkos

DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY

Chair: Professor Irene Voudouri

DEPARTMENT OF MARKETING AND COMMUNICATION

Chair: Prof. Sergios Dimitriadis

ACADEMIC CALENDAR

- Fall semester: October 07, 2024 to January 17, 2025
- Christmas Break: December 21, 2024 to January 6, 2025
- Fall semester exam period: January 20, 2025 to February 14, 2025
- Spring semester: February 17, 2025 to May 30, 2025
- Easter Break: April 12, 2025 to April 25, 2025
- Spring semester exam period: June 2, 2025 to June 27, 2025

Public Holidays

- October 28th, 2024 (National Anniversary Day)
- November 17th, 2024 (The Anniversary of Polytechnio)
- January 6th, 2025 (Epiphany)
- March 3rd, 2025 (Clean Monday)
- March 25th, 2025 (Greek Independence Day)
- May 1st, 2025 (Labor Day)
- June 5th, 2025 (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 Lefkadous 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

Department of Statistics

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 20 European MBA programs according to the international institution Eduniversal in 2024.

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](#)
[Kasimatis Konstantinos](#)
[Kokkinaki Flora](#)
[Papadakis Vasilis](#)
[Pouloudi Nancy](#)
[Pramatari Katerina](#)
[Soderquist Eric](#)
[Spyrou Spyros](#)
[Stathakopoulos Vlasis](#)
[Vakola Maria](#)

Associate Professors

[Chatziantoniou Damianos](#)
[Dedoulis Emmanouil](#)
[Demirakos Efthymios](#)
[Kapoutsis Ilias](#)
[Karantinou Kalipso](#)
[Nikandrou Irene](#)
[Saridakis Charalampos](#)

Assistant Professors

[Androutopoulos Konstantinos](#)
[Thanos Ioannis](#)
[Repoussis Panagiotis](#)
[Zissis Dimitris](#)

Emeritus Professors

[Chalikias Ioannis](#)

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
[Lionakis Konstantinos](#), Dr, Lecturer at the Department of Marketing and Communication, A.U.E.B.
[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
Taravira Lamprini, lamprinit@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	Financial Market Analysis	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
bm22236p	Financial Statements and Business Decision-making: Case Studies	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 2024-2025

Cohort 2024-2026

	Preparatory courses	02.09.2024-18.09.2024	
		Lectures	Exams
Semester 1	Period 1	23.09.2024-07.11.2024	11.11.2024-14.11.2024
	Period 2	18.11.2024-16.01.2025	20.01.2025-23.01.2025
Semester 2	Period 3	27.01.2025-20.03.2025	24.03.2025-27.03.2025
	Period 4	31.03.2025-29.05.2025	02.06.2025-05.06.2025
Semester 3	Period 5	12.06.2025-03.07.2025	07.07.2025
	Two-days workshop	10.07.2025 – 12.07.2025	

Cohort 2023-2025

	Resits	30.08.2024- 06.09.2024	
		Lectures	Exams
Semester 1	Period 1	03.09.2024-29.10.2024	05.11.2024-13.11.2024
	Period 2	18.11.2024-11.01.2025	14.01.2025- 23.01.2025
Semester 2	Period 3	27.01.2025-13.03.2025	17.03.2025-27.03.2025
	Period 4	31.03.2025-29.05.2025	02.06.2025-12.06.2025
	Two-days workshop	13.06.2025-14.06.2025	

Public Holidays

- October 28th, 2024 (National Anniversary Day)
- November 17th, 2024 (The Anniversary of Polytechnio)
- January 6th, 2025 (Epiphany)
- March 3rd, 2025 (Clean Monday)
- March 25th, 2025 (Greek Independence Day)
- May 1st, 2025 (Labor Day)
- June 5th, 2025 (Pentecost)

Christmas Break: 23.12.2024 - 06.01.2025

Easter Break: 15.04.2025 - 27.04.2025

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

Learning outcomes:

After completing the course, the students should be able to:

1. Understand key concepts for quantifying and managing information in business and management problems.
2. Perform computer-aided data analysis using MS Excel or relevant statistical software.
3. Analyze data in the context of other courses assignments.
4. Understand the more advanced techniques of the next courses.
5. 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 mathematics background, 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

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.: 5.5

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: Kalipso Karantinou, Associate Professor of Marketing at the Department of Marketing and Communication

E.C.T.S.: 7.5

Learning outcomes:

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

1. Understand the logic, philosophy, functions, and responsibilities of marketing. Appreciate the centrality of persuasion for marketing. Comprehend the mutually beneficial linkage between behavioral economics and marketing through the use of choice architecture and persuasion. Formulate communication strategies that utilize these principles.
2. Evaluate the importance of the optimal usage of market research for a solid understanding of consumer behavior for business success. Assess the strengths of different market research tools and techniques, compare the relative usefulness of each method, and appraise the possible synergies between the different methods.
3. Develop an appreciation of the importance of marketing in developing, communicating, and sustaining a competitive advantage. Examine the characteristics of successful and enduring value propositions and competitive advantages in real business practice examples.
4. Appreciate the stages and the processes involved in the strategic marketing planning process. Evaluate the relative importance of each stage and the different ways through which we can approach each stage. Compare the strategic planning process that is optimal for a large corporation and a small/medium-sized company.
5. Evaluate the challenges that companies face in the digital transformation era and examine the different marketing tools and techniques we can draw upon to turn these challenges into opportunities.
6. Ascertain the importance of loyalty and customer relationship management. Compare the different customer retention methods and approaches and formulate customer relationship management plans.

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 and appreciation of the role and importance of marketing and to acquaint students with the process of developing, designing, and using a multitude of different marketing tools, models, and applications. Special emphasis will be given to the persuasion, nudge and choice architecture logic and tools; the many different forms, methods and applications of market research; the consumer behavior analysis models and mechanisms, the competitive advantage and customer value generating mechanisms; the strategic marketing planning process; the digital transformation of marketing; as well as the customer retention and customer relationship management value, significance, and best practices.

Recommended readings:

All course material, business practice examples, academic journal papers, and case studies are uploaded onto eclass every week, illustrating the discussed concepts and their applications.

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

Assessment methods: Assignments and final written exams.

Language of instruction: Greek

Period 4 (April - June)

MANAGEMENT OF INFORMATION SYSTEMS Code bm22108p

Type of course: Obligatory

Course level: 2nd cycle

Instructor: Georgios Doukidis, Professor of AUER

E.C.T.S.: 5.5

Learning outcomes:

The students taking this course should be able to:

1. Understand the basic dimensions of the usage of different information systems in organizations, classify them according to their functions and capabilities and identify the main issues related with their effective utilization
2. Interpret the potential executive, managerial, and operational support of information systems, evaluate their success factors, and explain reasons for failure
3. Demonstrate the main functions of information systems management and the various techniques in developing/acquiring these systems based on users requirements
4. Identify the basic building blocks and critical success factors for digital entrepreneurship.
5. Formulate an overall evaluation of information systems status within an organization and develop an integrated digital transformation action from an executive perspective.

Prerequisites: None

Course overview (syllabus):

Companies and organizations operating in today's economic and social environment cannot afford to ignore information and communication technologies (ICTs). ICTs enable 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 but, mainly, on issues of information systems integration within the organization, information systems utilization according to the organization's capabilities and strategies, its implications/benefits on processes, individuals and organizational structures, the possible transformation of the company, as well as information resources management.

Recommended readings:

The main textbooks are:

- G. Doukidis, Innovation, Strategic Development and Information Systems (In Greek: Δουκίδης, Γ, «Καινοτομία, Στρατηγική, Ανάπτυξη και Πληροφοριακά Συστήματα» Αθήνα, Εκδ. Σιδέρης, 2011).
- G. Doukidis (Ed) The Digital Future (In Greek: Δουκίδης, Γ, «Το ψηφιακό μέλλον» Αθήνα, Εκδ. Σιδέρης, 2019).

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)

Teaching and learning methods: Lectures, private study.

Assessment methods:

The final grade of every student will be based on two assessments:

- A final written exam (70%). This assesses the ability to possess the necessary conceptual background in order to consider business situations holistically, criticize alternative solutions and propose problem solving options so that management may successfully address issues related to information systems development and operational and strategic use.
- A group project (30%) on real companies where students will formulate an overall evaluation of IS status (applications, resources, management) and develop a digital transformation plan of actions from an executive management perspective. This assesses the ability to appreciate and critique the current and enabling role of ICTs in a given organizational context, (b) to collaborate in distilling and communicating the main lessons learned from the digital transformation framework, taking into account their own work experience and that of their peers.

Language of instruction: Greek and/or English

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:

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

1. Evaluate the role of the Corporate Finance Manager and its main links to business objectives.
2. Implement the basic theories and techniques of Corporate Finance.
3. Explain and analyze the interrelationship between finance and governance.
4. Understand the concept of the time value of money and be able to use basic time value concepts.
5. Demonstrate the ability to evaluate investment decisions using a variety of appraisal techniques.
6. Describe the major classes of securities issued by firms to raise capital.
7. Understand how firms make initial public offerings and the costs of such offerings.
8. 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.
9. 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:

Textbooks. Background / Individual reading – not compulsory for the course:

- Brealey, R.A., Myers, S.C. and Marcus, A.J. Fundamentals of Corporate Finance, 7th edition, Global: McGraw-Hill, 2012.
- Damodaran, A. Applied Corporate Finance, Wiley, 4th Edition, 2014.

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

Assessment methods: written assignment and final written 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 written 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 written exams.

Language of instruction: Greek and/or English

NOT AVAILABLE FOR ACADEMIC YEAR 2024-2025

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:

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

1. Understand the concept of working capital management and its impact on corporate performance.
2. Analyze the trade-offs between liquidity/risk and profitability involved in working capital management.
3. Evaluate the risks and benefits involved in working capital management and apply a strategy pertaining to the working capital management.
4. 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, as well as operational and financial leverage. 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 pertinent to the subject examined.

Recommended readings:

- Apostolopoulos Ioannis, Special Issues in Financial Management, Unibooks, 2017.
- Brigham, E.F. και Ehrhardt, M.C., "Financial Management, Theory and Practice", 16th ed. Cengage Learning, 2023.
- Zutter J. Chad και Smart B. Scott, Principles of Managerial Finance, Pearson, 2019

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

Assessment methods: Final written exams.

Language of instruction: Greek

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 2024-2025

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 written 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:

This course aims to build project management skills and competences that will increase the ability of students to initiate, plan, organize, implement and control projects more efficiently and effectively. Upon completion of the course, students will be able to:

1. Define, evaluate and select the most promising project proposals;
2. Analyze the work structure and assign clear roles, responsibilities and measurable outcomes;
3. Analyze, schedule and evaluate the project execution with simultaneous consideration of scope, time and cost-trade-offs;
4. Analyze and apply an efficient allocation of various types of project resources to different project tasks/activities;
5. Create, apply and monitor/analyze 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 programmes throughout their implementation lifecycle. It is designed to provide students with a broad understanding of modern project management principles, concepts, tools and techniques applied from the project initiation phase to project planning, execution and control. Main topics covered in the course include methods for project selection and evaluation, principles of project organization, time scheduling methods, cost management and time-cost trade-off analysis, resource allocation and management, as well as project monitoring techniques.

The course addresses all levels of decision making for various types and sizes of projects or programmes and it is targeted to entry-level project managers, project team members, and experienced project managers who intend to boost the efficiency of their day-to-day work by applying modern project management concepts and methods. Special emphasis is placed on causes of project failures and frequently encountered risks and how to mitigate these issues through proactive planning and early identification of project threats..

Recommended readings:

1. Kerzner, H.R., "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", 13th Edition, Wiley, 2022.

2. Schwalbe, K., "An Introduction to Project Management, Seventh Edition: Predictive, Agile, and Hybrid Approaches", 7th Edition, Independently published, 2021.
3. Larson, E.W. and C.F. Gray, "Project Management: The Managerial Process", 7th Edition, McGraw-Hill/Irwin, 2018.
4. Project Management Institute (PMI), "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)", 7th Edition, 2021.
5. Project Management Institute (PMI), "Agile Practice Guide", 2017.
6. Kerzner, H.R. (Επιμέλεια: Στ. Κατσαβούνης), "Διοίκηση Έργων", 11^η Έκδοση, Εκδόσεις Τζιόλα, 2016.
7. Larson, E.W. and C.F. Gray (Επιμέλεια: Κ. Κηρυττόπουλος), "Διοίκηση Έργων: Η Διαδικασία Διοίκησης", 7^η Αμερικανική Έκδοση, Εκδόσεις Κλειδάριθμος, 2018.

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

Assessment methods: Final written exams.

Language of instruction: Greek

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:

After successfully completing the course, students will:

1. Understand that innovation can come in many different shapes and how it thus can be implemented in any organization and in many different ways. Identify, connect and explain different innovation types
2. Understand creativity as an organizational phenomenon and demonstrate how it can be canalized towards innovation (Directed Creativity)
3. Apply enablers of innovation and creativity, and analyze how enablers of operational, tactical and strategic nature, should be compared and organized in order to enhance and develop innovation and a creative climate in organizations
4. Appraise how the dynamics of innovation that stem from global technology development and collaborative arrangements among companies and other stakeholders (Open Innovation), should be incorporated in firm strategy. Analyze and judge alternatives to select technology and collaborative strategies for case companies and organizations
5. Develop ideas, actions and strategies for enhancing innovation in organizations. Evaluate and assemble all factors analyzed in the course to design an action plan that will strengthen the innovation performance of a focal company

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 by meeting unmet needs.

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.

Technology has always been both a major driver and key enabler of innovation. Hence, the processes of technology generation and deployment play a pivotal role in what innovation develops and how it develops. The course also touches upon major trends and specific concepts for analyzing and managing technology.

The course aims at opening up the “black box” of innovation, and equipping the students with concepts, frameworks and methods that will help them apprehend and better manage innovation.

Recommended readings:

- Schilling, M. (2019), "Strategic Management of Technological Innovation", 7th Edition (earlier editions do as well), McGraw-Hill.
- Keely, L. et al (2013), "Ten Types of Innovation: The Discipline of Building Breakthroughs", John Wiley
- Chesbrough, H.W. (2019), "Open Innovation Results ", OUP Oxford Publishing
- Christensen, C.M. & Raynor, M.E., (2003), "The Innovators Solution", Harvard Business School Press. Christensen, C.M. (1997), "The Innovators Dilemma – When New Technologies Cause Great Firms to Fail", Harvard Business School Press
- Osterwalder, A & Pigneur, Y., (2010), “ Business Model Generation”, John Wiley & Sons

Articles:

- 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
- “2024 Gartner Top 10 Strategic Technology Trends”. UPDATE for 2025 will be provided when available, FOR SESSION 4
- Cook, S. et al, Turn Generative AI from an Existential Threat into a Competitive Advantage", HBR, Jan-Feb 2024. FOR SESSION 4
- Pisano, G. "The Hard Truth about Innovative Cultures", HBR, Jan-Feb 2019: 62-71. FOR SESSION 5
- Rosen Kellerman, G. & Seligman, M.E.P., “Cultivating the Four Kinds of Creativity”, HBR, January-February 2023: 139-143. FOR SESSION 6

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

Assessment methods: 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: E. Demirakos, Associate Professor of Accounting

E.C.T.S.: 5.5

Learning outcomes:

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

1. Understand the link between corporate strategic decisions and managerial accounting; and appraise the ability of the company's managers to create business value through the effective management of the company's activities.
2. Apply strategic cost management tools to create sustainable competitive advantage for a corporation; and comprehend the effect of the budgeting process on the behaviour of corporate leaders and managers.
3. Conduct cost-volume-profit and differential analyses to facilitate an effective managerial decision-making process.
4. Develop an understanding of the importance of management control systems and corporate performance systems for the effective and efficient business management.
5. Analyse the impact of the social, corporate, technological, and production environment on the role of management accounting information in modern corporations.

Prerequisites: None

Course overview (syllabus):

The field of management accounting focuses on the provision of accurate accounting information to managers for planning, control, performance measurement, and continuous improvement. Based on several surveys, a significant proportion of the Chief Executive Officers (CEOs) of the largest UK and US listed firms have strong backgrounds in accounting and financial management and used to previously head the finance functions of their businesses.

The primary purpose of this course is to familiarize students with management accounting concepts, techniques, and tools that modern Chief Financial Officers (CFOs) use to make more informed decisions and improve the operational efficiency and effectiveness of their corporations.

More particularly, students learn how to: i) appropriately estimate costs and identify cost drivers; ii) conduct cost-volume-profit analysis and analyze operating leverage; iii) identify relevant costs for managerial decision making; iv) apply activity-based-costing; v) prepare budgets; vi) use standards to conduct variance analysis of costs; vii) provide segmental accounting information, determine transfer prices, and implement balanced scorecards in practice.

Based on CIMA's website, students who would like to pursue careers as management accountants (CIMA: Chartered Institute of Management Accountants), they become:

1. **Business Leaders:** Management accountants understand how their organisation works. They know its business model, strategic context and competitive position inside out. That, combined with their first-class leadership skills, means they play a vital role in any business.

2. Innovation Advisors: For a business to thrive, it needs to adapt to keep pace as the world changes constantly. Management accountants grab every opportunity for innovation and help drive future success.
3. Decision-makers: By combining financial and non-financial data, they paint a complete picture of the business. They use that in-depth analysis to make decisions and pursue business success at the highest level.
4. Forecasters: Management accountants focus on the future. They gather information and analyse statistics to spot trends and help make strategic decisions – from improving internal efficiencies to tackling market expansion.

Recommended readings:

1. Bhimani, A., Horngren, C., Datar, S., and Rajan, M. (2019). *Management & Cost Accounting*. 7th Edition. Pearson.
2. Drury, C. (2022). *Management Accounting for Business*. 8th Edition. Cengage.
3. Easton, P., Halsey, R., McAnally, M., Hartgraves, A., and Morse, W. (2018). *Financial & Managerial Accounting for MBAs*. Cambridge Business Publishers.
4. Kulp, S., Dragoo, A., Hartgraves, A., and Morse, W. (2022). *Managerial Accounting*. 9th Edition. Cambridge Business Publishers.

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

Assessment methods: group project and final written exams.

Language of instruction: Greek and/or English

NOT AVAILABLE FOR ACADEMIC YEAR 2024-2025

E-COMMERCE Code bm22217p

Type of course: Elective

Course level: 2nd cycle

Instructors

- K. Pramatari, Associate Professor at the Department of Management Science and Technology
- K. Fraidaki, External professor. Doctor of Philosophy (PhD), E-commerce/ Social Media

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: Kalipso Karantinou, Associate Professor of Marketing at the Department of Marketing and Communication.

E.C.T.S.: 5.5

Learning outcomes:

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

1. 1. Develop an appreciation of the services way of thinking and its implications. Understand the challenges in managing services and know how to implement the appropriate methods to manage these challenges. Acknowledge the differences in all aspects of customer behavior in services and their managerial implications.
2. Comprehend the methods that can lead to the successful implementation of a customer focus in services. Ascertain the superiority of design thinking and its implications in customer value creation. Develop an appreciation of the necessary ingredients to achieve service excellence. Appraise the different mechanisms that can direct different service organizations to service excellence.
3. Comprehend the centrality of the customer experience for services management. Demonstrate the ability to analyze the customer experience. Design customer journey maps, evaluate the customer experience, and integrate the findings into recommendations for service improvements.
4. Apply the services blueprinting tool and examine the ways through which it enables the optimization of service process management. Appreciate all the different actions and aspects involved in the service production and delivery process. Question the necessity of addition and/or elimination of steps in the service production and service delivery process.
5. Apply the environmental management perspective in services and appreciate the impact that environmental stimuli have on the emotions, cognitions, and behavior of customers and employees. Manage the multiplicity of elements comprising servicescapes and make optimal decisions in servicescape development. Understand the importance of sensory marketing and know how to use it.
6. Demonstrate knowledge of the centrality of the role of people in services. Appraise the differences in priorities between front office and back office employees in services. Examine the use of internal marketing for human resource management purposes. Formulate optimal strategies for employees and customers management.

Prerequisites: None

Course overview (syllabus):

Services undisputably dominate the business landscape. The services sector is the dominant driving economic force worldwide and marketing and management practices in this field are evolving rapidly to accommodate the challenges that managing services entails. At the same time, the servitization trend in manufacturing and the service-dominant logic make understanding the services practices and the services

way of thinking even more broadly relevant for a multitude of organizations across the board and a source of competitive advantage for all businesses. This course aims to enable students to understand the services way of thinking; to appreciate the breadth, the significance and the centrality of the customer experience; to comprehend the notion of the customer journey and the tools that enable us to analyze it; to appreciate how to manage, enhance, and optimize the customer experience and how to achieve service excellence, via the optimum management of the service provision process, the people involved, and the service environment multi-sensory atmospherics. Students are exposed to a number of services management tools and techniques and, through the hands-on practical application approach of the course, they learn how to use them by applying them to real life examples.

Recommended readings:

Readings, business practice examples, academic journal papers, and case studies are uploaded onto eclass every week, illustrating the discussed concepts and their applications

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

Assessment methods: Assignments and final written exams.

Language of instruction: Greek

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 completion of this course, students should be able to:

1. Understand the functioning of modern international money and capital markets
2. Understand and be able to price financial instruments such as stocks and bonds.
3. Understand and be able to price derivative instruments such as interest and currency swaps, futures, and options.
4. Understand the notion of market efficiency and the role of information in the pricing mechanism.
5. Understand the reason behind financial innovations in modern money and capital markets

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, the module discusses fixed income security markets, swap markets, future and option markets, and stock markets. Furthermore, important issues on the informational efficiency of these markets are critically evaluated along with theoretical inconsistencies and puzzles.

Recommended readings:

- Hull, J.C. «Options, Futures & Other Derivatives», Prentice Hall International, Inc.
- Fabozzi, F., «Investment Management», Prentice Hall.
- K. Cuthbertson and D. Nitzsche, Financial Engineering: Derivatives and Risk Management, John Wiley & Sons, Chichester.
- A. ΚΑΝΑΣ, Αρχές Ανάλυσης Επενδύσεων και Χρηματοοικονομικών Αγορών, Εκδόσεις Μπένου
- Lecture notes and slides
- Academic papers as announced in Lectures

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

Assessment methods: Final written exams.

Language of instruction: Greek

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". Burlington, 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 2024-2025

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: Final written exams

Language of instruction: Greek and/or English

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: Final written exams

Language of instruction: Greek and/or English

NOT AVAILABLE FOR ACADEMIC YEAR 2024-2025

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:

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.

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: Elective

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:

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

1. Have an advanced knowledge of portfolio management techniques and how those techniques can be put into practice.
2. 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.
3. Critically evaluate financial assets in terms of attractiveness for portfolios of specific clients.
4. Demonstrate the ability to value stocks using discounted cash flow methods.
5. Appraise companies in terms of relative valuation controlling for differences arising from their risk profiles and growth patterns.

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:

- Z. Bodie, A. Kane, and A. Marcus, "Investments", 12th Edition, McGraw-Hill, 2021
- Damodaran, A., "Investment Valuation", 3rd Edition, Wiley Finance, 2012.

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

Assessment methods: written 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 and final written exams

Language of instruction: Greek and/or English

CONFLICT MANAGEMENT AND NEGOTIATION SKILLS Code bm22232p

Type of course: Elective

Course level: 2nd cycle

Instructor:

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.

Language 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

MASTER THESIS - DISSERTATION Code bm22230p

Type of course: Elective

Course level: 2nd cycle

Instructors:

E.C.T.S.: 18

Learning outcomes:

The last months of the program (April of 4th semester to October of 5th semester) is the time period where a student must work and delivery her/his dissertation. Reasons that student work and write a dissertation instead of 3 elective courses are:

It offers the opportunity to investigate in depth a subject that interests him/her.

The student gets acquainted with the rigorous, systematic, academic approach to problem solving.

It facilitates students to get to approach and introduce himself/ herself at his/hers working environment, which may be extremely useful later in her/his career.

It allows the student to apply all the academic and scientific methods in problem solving at her/his work.

Prerequisites: None

Course overview (syllabus):

It requires frequent contacts with the supervisor and the rest of the teaching staff, which are necessary for the objective evaluation of the student's paper and abilities. **Dissertation topics:**

- + Business Plan
- + Case Study
- + Comparative Analysis
- + Historical Study
- + Testing hypothesis Testing / Theory Development
- + Industrial /Comparative analysis
- + Marketing study
- + Methodology development
- + Model design (data, information)
- + Policy study
- + Strategy plan / study
- + Analysis of technological infrastructure

Despite the subject of the dissertation, it should have a practical dimension, analysis and key findings on practical problems and, above all, it is highly suggested to be related to the company or the industry in which the student works.

Recommended readings:

It varies based on the topic and it is presented on the proposal of the dissertation.

Teaching and learning methods:

1. Timetable and work schedule
2. Writing and research of the dissertation
3. Presentation of the
4. Presentation of the dissertation

Assessment methods:

- Topic selection, topic/ subject clarification, review of the literature, submission of the proposal at the administration of the program
- Presentation to the review committee.

Language of instructions: Greek and/or 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/el/content/medicalservices> .

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-medianteires-anages> .

STUDIES ADVISOR

The Studies Advisor guides and advises students on their studies. The Curriculum Committee appointed for the academic year 2024-2025, Professors - Advisors of thematic sections, for all students of the Programme, the following:

- Business Administration: Mr. Vasilis Papadakis, Professor
- Accounting and Finance: Mr. K. Karamanis, Professor
- Information Systems Management: Mr. G. Doukidis, Professor
- Marketing: Ms. K. Karantinou, Associate Professor
- Production and Operations Management: Mr. D. Zisis, 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/erasmus>

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://www.aueb.gr/volunteers> .

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> .