

**ΟΙΚΟΝΟΜΙΚΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
ΑΘΗΝΩΝ**



**ATHENS UNIVERSITY
OF ECONOMICS
AND BUSINESS**

SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

**INTER-INSTITUTIONAL INTER-DEPARTMENTAL PROGRAM OF POSTGRADUATE STUDIES
IN BUSINESS ADMINISTRATION – ATHENS MBA**

**STUDY GUIDE
ATHENS, DECEMBER 2022**

PART I: INFORMATION ABOUT THE INSTITUTION

CONTACT DETAILS (Name & Address)

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS (AUEB)

Address: 76, Patission Str. GR-10434, Athens

Telephone number: +30-210-8203911

Website: <https://www.aueb.gr>

e-mail: webmaster@aub.gr

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

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

ACADEMIC AUTHORITIES

The rectorate authorities consist of the Rector and the Vice Rectors:

Rector:

Professor Dimitris Bourantonis

Vice Rectors:

Vice Rector of Academic Affairs and Personnel

Professor Vasilios Vasdekis

Vice Rector of Research and Lifelong Learning

Associate Professor Georgios Lekakos

Vice Rector of Financial Planning and Infrastructure

Professor Konstantinos Drakos

Vice Rector of International Cooperation and Development

Professor Vasilios Papadakis

School of Business

Dean: Associate Professor Angeliki Poulymenakou

Cooperating Departments of the Athens University of Economics and Business:

Department of Business Administration Chair Professor Konstantinos Kassimatis

Department of Accounting and Finance Chair Associate Professor Chalamandaris Georgios

Cooperating Schools of the National Technical University of Athens:

School of Mechanical Engineering

School of Chemical Engineering

School of Electrical and Computer Engineering

Master's Program

Director Associate Professor Eleni Salavou

Contact details

Address: Center for Postgraduate Studies and Research of the Athens University of Economics and Business, Evelpidon 47A & Lefkada 33, 113 62 Athens Greece

Telephone number: +30 210 820 3690

Email: athensmba@aueb.gr

Zografou Campus 9, Iroon Polytechniou Str., 15772, Zografou

Telephone number: +30 210 772 3695

Email: athensmba@central.ntua.gr

Website: athensmba.aueb.gr

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

Linkedin: <https://www.linkedin.com/company/athensmba>

ACADEMIC CALENDAR

FALL SEMESTER

- First Period : 26/09/2022 – 11/11/2022
- Examination first Period : 14 - 25/11/2022
- Second Period : 28/11/2022 – 27/1/2023
- Examination second Period: 30/1/2023 – 3/2/2023
- Repeat Examination: 6 - 10/2/2023

SPRING SEMESTER

- Third Period : 13/2/2023 – 31/3/2023
- Examination third Period: 3 - 7/4/2023 & 24 - 28/4/2023
- Fourth Period : 2/5/2023 – 16/6/2023
- Examination fourth Period: 19 - 23/6/2023
- Repeat Examination: 26 - 30/6/2023

Public Holidays (based on academic calendar)

28/10 October 28 Holiday, The Anniversary of the “No”

17/11 The Anniversary of Polytechnio

24/12/2022-6/1/2023 Christmas

30/1/2023 Three Hierarchs

27/02 Clean Monday

25/03 Greek Independence Day

10-23/4/2023 Easter

01/05 May Day

05/06 Holy Spirit Holiday

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 CONCERNING THE CURRICULUM THAT LEADS TO THE AWARD OF THE ACADEMIC DEGREE

A) General Outline

Academic Degree Awarded

The Inter-Institutional Inter-Departmental Program of Postgraduate Studies awards a Master's Degree in "Business Administration" (Master of Business Administration - MBA), (Government Gazette No 4421/28-8-2022, Volume B), with the following specializations:

- a) Business Administration and
- b) Project Management

Entry Requirements

The Program accepts individuals holding a first-cycle degree from Greek Higher Education Institutions or accredited Higher Education Institutions that are located abroad and are recognised by the Hellenic NARIC (ΔΟΑΤΑΠ) according to the Article 34 of Law Number 4485/2017, as described in detail by the Program's Regulation of Studies.

Admission and Registration Process

The application period runs from March until May each year. Applications can only be submitted online. Supporting documentation, as described below, must be attached to the online application.

Required Supporting Documents

1. Completed application form
2. Degree copy
3. Transcript certificate
4. Certificate of Equivalence from the Hellenic NARIC (ΔΟΑΤΑΠ) – for degrees awarded abroad
5. Detailed CV
6. Two letters of recommendation (academic and/or professional)
7. Certificate of C1-level English knowledge (Advanced Cambridge/Michigan, TOEFL, IELTS or other recognized certificate of the same level)
8. Certificate of work experience (work insurance records and/or employer's certificate and/or copies of contracts that cover the entire period after completing the first degree)
9. Small ID/Passport format photo (black and white or color)

The Program operates on a rolling and continuous admission process. Results of the evaluation and offers for places are made at regular intervals

Selection Criteria

The selection of students is conducted by the Candidate's Evaluation Committee, the proposals of which are ratified by the governing body of the Program, the Curriculum Committee. Selection criteria include the academic achievement in the first degree, having other master level degrees, and the type and duration of work experience. After the process of evaluating the supporting documents, a personal interview is conducted which is also considered in the final selection.

The final list of successful candidates and the reserve list, if applicable, is ratified by the Curriculum Committee of the Program.

Expected Learning Outcomes of the Program

The Program anticipates to train individuals to have sufficient knowledge and skills in the field of business administration to be distinguished in the job market, expertise and specialization. The goal is for all alumni to ** in their careers with in companies and organizations in the private and public sector and in academic positions.

Το πρόγραμμα προσδοκά να εκπαιδεύσει άτομα, προκειμένου να έχουν επαρκείς γνώσεις και ικανότητες στο πεδίο της διοίκησης επιχειρήσεων για να διακριθούν στην αγορά εργασίας βάσει επαγγελματισμού

και εξειδίκευσης. Στόχος είναι όλοι οι απόφοιτοι να σημειώνουν ανέλιξη στην επαγγελματική τους διαδρομή με εφικτή την επιτυχία τους σε εταιρείες και οργανισμούς του ιδιωτικού και δημοσίου τομέα, καθώς και σε ακαδημαϊκές θέσεις.

The expected learning outcomes of the Program are illustrated below:

- To offer an innovative combination of essential theoretical concepts of business administration with topics that have practical applications.
- To emphasize on applying gained knowledge by offering the results of studies and educational material with practical utility.
- To train postgraduate students in contemporary business administration topics and in modern-day global challenges.
- To introduce educational methods for the active involvement of students and to prompt their interaction (case studies, group assignments, role-play etc) adhering to the global advances in academia.
- To produce high quality dissertations annually that develop knowledge, promote professionalism, and leave an intellectual legacy

Access to further studies

After being awarded the MBA degree, alumni of the Program have the right to pursue doctoral studies (third-cycle studies).

Summary of the Program's courses according to ECTS credits (60 ECTS credits annually)

Taught courses, teaching and research activities, practical exercises, and any kind of educational and research activity for the obtaining the master's degree are defined as follows:

The courses of the Program are divided into core and elective courses.

To obtain the postgraduate degree the following are needed: Attending and successfully completing twelve (12) core courses and eight (8) elective courses and producing a dissertation. The dissertation is mandatory for all students. The Program is equivalent to 120 ECTS credits. During the length of the Program, students attend twenty (20) core or elective courses, each of which is equivalent to 5 ECTS credits (100 ECTS credits in total), in addition to the dissertation that is equivalent to 20 ECTS credits.

The curriculum of courses taught and examined is defined as follows

FIRST SEMESTER

Core Courses

- ❖ Business Administration (5 ECTS Credits)
- ❖ Economics for Business Administration (5 ECTS Credits)
- ❖ Financial Accounting (5 ECTS Credits)

Elective Courses (choose 2)

- ❖ Financial Statement Analysis (5 ECTS Credits)
- ❖ Business and Competition Law (5 ECTS Credits)
- ❖ Project and Program Management (5 ECTS Credits)

SECOND SEMESTER

Core Courses

- ❖ Management Accounting (5 ECTS Credits)
- ❖ Operational Research/ Management Science (5 ECTS Credits)
- ❖ Applied Statistics and Forecasting (5 ECTS Credits)

Elective Courses (choose 2)

- ❖ Corporate Environmental Management and Occupational Health and Safety (5 ECTS Credits)
- ❖ Business Games (5 ECTS Credits)
- ❖ Organizational Behavior and Human Resource Management (5 ECTS Credits)

THIRD SEMESTER

Core Courses

- ❖ Business Policy and Strategy* (5 ECTS Credits)
- ❖ Management Information Systems (5 ECTS Credits)
- ❖ Financial Management I* (5 ECTS Credits)

Elective Courses (choose 2)

- ❖ Financial Management II* (5 ECTS Credits)
- ❖ Total Quality Management (5 ECTS Credits)
- ❖ e-Commerce (5 ECTS Credits)
- ❖ Social Change and Innovation** (5 ECTS Credits)

FOURTH SEMESTER

Core Courses

- ❖ Industrial Policy & International Competitiveness (5 ECTS Credits)
- ❖ Operations Management* (5 ECTS Credits)
- ❖ Marketing (5 ECTS Credits)

Elective Courses (choose 2)

- ❖ Entrepreneurship and Creation of new Entrepreneurial Ventures (5 ECTS Credits)
- ❖ Supply Chain Management (5 ECTS Credits)

- ❖ Construction Economics and Real Estate Management (5 ECTS Credits)
- ❖ Decision Support Systems (5 ECTS Credits)

*Course Title to change from academic year 2023-24 (see part B)

**Courses to be introduced to the curriculum in academic year 2023-24

FIFTH SEMESTER

- ❖ Dissertation (20 ECTS Credits)

Amendment of the curriculum and redistribution of courses between semesters can be done by decision of the competent bodies and according to the Program's Regulation of Studies.

A part-time schedule of the Program is available. Courses take place 2-3 times a week from 6pm until 9:30 pm. Attendance is required, along with self-motivated class participation and completion of assignments.

Final Exams

Regulations for Examinations and Grading

- Courses are completed with the process of written examinations, which are compulsory.
- The final grade for each course is determined by the relevant faculty. The final grade may encompass additional criteria such as the completion of individual or group assignments.
- The grading scheme ranges from zero (0) to ten (10) with intervals of half and full grades. The lowest passing grade is 5.
- To obtain the postgraduate degree, a passing grade is required in all courses and in the dissertation

Grade of Master's Degree

- The final grade of the master's degree is determined by the grade of the courses and the grade of the dissertation.
- In the master's degrees awarded, the following characterizations are included, "Good", "Very Good" or "Excellent", which correspond to:
 - a) "Excellent" from 8,51 to 10
 - b) "Very Good" from 6,51 to 8,50
 - c) "Good" from 5 to 6,50

Language of Delivery

The Program is taught in Greek. Courses may be offered in English in all the curriculum's specializations.

Duration of Studies

The duration of the Full-Time Program is four (4) academic semesters, including the dissertation.

The duration of the Part-Time Program exceeds that of the Full-Time Program by one (1) academic semester.

B) Description of Individual Course Units

Course Title: Business Administration

Code: bm24109p

Type of course: Mandatory

Year: First

Trimester: First

ECTS: 5

Name of lecturer

Eleni (Helen) Salavou

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- be able to understand basic concepts as well as the management functions
- acquire skills and competencies to manage organizations effectively and efficiently
- be able to use management models, techniques and tools in practice

Prerequisites

None

Course content

The course introduces key concepts of business administration. It analyzes fundamental organizational characteristics as well as management functions. Part of the course is to present and critically assess management tools.

Recommended reading

- an extended list of references is provided

Teaching methods

Theoretical and practical part (exercises, case studies, etc.). Students make presentations of contemporary management issues.

Assessment methods

Written exams and team-based assignment

Language

Greek

Course Title: Economics for Business Administration

Code: bm24108p

Type of course: Mandatory

Year: First

Trimester: First

ECTS: 5

Name of lecturer

Prodromos Vlamis

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- 1) Understand the nature of the major areas of interest within the field of basic microeconomics and the workings of economic systems
- 2) Recognize the principal issues of elementary theory of demand and supply and the role of government in making economic policy
- 3) Understand the theoretical underpinnings and the principal applied features of firm's production decision as well as the constraints (cost structure) and choices that influence decision making at a firm level
- 4) Identify and analyse the different cases of market structure

Prerequisites

None. The course is designed to be non-technical and is intended to impart knowledge and learning skills which are both subject-specific and generic. No prior knowledge of economics is required.

Course content

This course looks at the nature, method and scope of Economics and aims to provide students with an understanding of the basic economic principles by combining Microeconomic Theory –deal with individual decisions in the economy- and applications to contemporary issues.

In particular, it deals with the three fundamental economic questions and explores how these questions can be answered within the different economic systems (free market, command and mixed economies).

It also examines the laws of demand and supply as well as the price elasticities of demand (own price elasticity, cross price elasticity and income elasticity), their determinants and their significance for firms and the government.

There is also an account of how firms decide how much to produce (production theory), something that is directly related to the theory of cost. It is asked what companies need to do in order to maximize their profits or minimize their losses.

The rest of the course tries to account for the different cases of market structure; perfect competition (the properties of competitive equilibrium), monopoly (barriers to entry and price discrimination), monopolistic competition (short and long-run equilibrium of the firm) and oligopoly (operation of cartels).

Recommended reading

1. Begg, D and D. Ward (2004), Economics for Business, McGraw-Hill (latest edition).
ISBN: 0077104293

2. Colander, D (2005), *Classic Readings in Economics*, McGraw-Hill International Book Company, (latest edition), ISBN: 0072418370
3. DOYLE EL. (2005), *The Economic System*, Wiley, (latest edition), ISBN: 0-470-85001-9
4. Griffiths, A. and S. Wall (1997), *Applied Economics*, (latest edition), Longman.
5. KRUGMAN P. AND R. WELLS (2004), *Microeconomics*, Palgrave Macmillan, (latest edition) ISBN: 0716762773
6. KRUGMAN P. AND R. WELLS (2006), *Economics*, (latest edition) Palgrave Macmillan
7. Lipsey, R.G. and K. Chrystal (2004), *Economics* (latest edition), Oxford University Press
8. MCCONNELL (2005), *Economics*, (latest edition), McGraw-Hill, ISBN: 0071249141
9. SAMUELSON (2004), *Economics*, (latest edition), McGraw-Hill, ISBN: 0071239324
10. Παντελίδης Π. *Εισαγωγή στη Μικροοικονομική Ανάλυση*, Έκδοση: 1η/2003, ISBN: 960-92406-0-7

Teaching methods

Theoretical (Lectures) and practical part (exercises, case studies, etc.).

Assessment methods

Written unseen final exam.

Language

Greek

Course Title: Financial Accounting

Code: bm24112p

Type of course: Mandatory

Year: First

Trimester: First

ECTS: 5

Name of lecturer

Christos Tzovas

Anticipated Educational Results

The aim of this course is to thoroughly present and analyse Financial Accounting theory and practice by assigning emphasis on the recognition and measurement of revenues and specific classes of assets. The above-mentioned topics are approached based on both IFRS and Greek Accounting Standards.

Students having successfully attended the course will acquire knowledge regarding the theoretical framework of Financial Accounting. In addition, they should be able to analyze topics such as: recognition and measurement of revenues and certain categories of assets.

Prerequisites

None

Course content

- Conceptual and regulatory framework of Financial Accounting.
- Preparation of financial statements
- Revenue recognition and measurement (revenues from: the sale of goods, rendering of services, interest, and dividends).
- Revenues from construction contracts.
- Accounting for non-current tangible and intangible assets: Initial recognition, depreciation, impairment, valuation after initial recognition.
- Accounting for inventories: Initial recognition, measurement, and valuation after initial recognition.
- Accounting for financial assets: Initial recognition, measurement, and valuation after initial recognition.
- Accounting for leases
- Accounting for receivables

Recommended reading

“Χρηματοοικονομική Λογιστική, International Financial Reporting Standards”, Δ.Γκίκας, Α.Παππαδάκη, Γ.Σιουγλέ, Ε. Δεμοιράκος, Χ.Τζόβας, Ε΄ Έκδοση, Εκδόσεις Ε. Μπένου, 2016, «Χρηματοοικονομική λογιστική», Α.Μπάλλα κ΄ Δ.Χεββα, Δ΄ έκδοση, Εκδόσεις Ε. Μπένου, 2016.
- Intermediate Accounting: IFRS Edition, 3rd Edition Donald E. Kieso, Jerry J. Weygandt, Terry D. Warfield.

Teaching methods

The course includes a 3-hours lecture per week. During the lectures accounting concepts are analysed and discussed, while practical examples relating to the accounting treatment of revenues and assets are presented and analysed.

Assessment methods

The evaluation of students is done with written examinations that take place after the end of the course. The scale of marking is 0-10.

Language

Greek

Course Title: Financial Statement Analysis

Code: bm24201p

Type of course: Elective

Year: First

Trimester: First

ECTS: 5

Name of lecturer

Konstantinos Chalevas

Anticipated Educational Results

Upon completion of the course, postgraduate students will be able to:

1. Develop a framework for analyzing a business that can be used as a basis for preparing a financial analyst report.
2. Calculate and interpret financial ratios (e.g. profitability, solvency and liquidity) that allow comparisons between and within companies with the ultimate goal of predicting the future performance of a company.
3. Prepare and analyze the Cash Flow Statement.
4. Understand how accounting errors (either intentional manipulation by the management or unintentional errors) and the flexibility afforded by accounting rules affect financial statements and, consequently, financial decisions.
5. Value companies using different valuation models such as Discounted Cash Flows and Earnings-Based models.

Prerequisites

Financial Accounting

Course content

The main goal of this course is to develop participants' skills to read, interpret and analyze financial statements effectively. This is a course of fundamental analysis with practical emphasis based on a series of exercises and case studies of listed companies. Although it focuses mainly on business valuation, loan and other investment decisions are also discussed. Participants learn how measurement and reporting rules define and possibly limit the information provided in the financial statements but also how restatements and adjustments to published financial statements lead to better financial decisions.

Indicative list of topics discussed:

1. Profitability Analysis
2. Liquidity Analysis
3. Solvency Analysis
4. Preparation and analysis of the Cash Flow Statement
5. Earnings Management and Earnings Quality
6. Forecasting future Financial Statements
7. Business Valuation
8. Decision Making

Recommended reading

1. Ανάλυση και Αποτίμηση Επιχειρήσεων, Γκίκας Δ., Παπαδάκη Α., Σιουγλέ Γ, Εκδόσεις Μπένου (2010)
2. Penman, Stephen. Financial Statement Analysis and Security Valuation, 5th Edition, McGraw-Hill Higher Education, 2012. ISBN : 978-0078025310
3. Slides and Case Studies
4. Financial statements of listed companies

Teaching methods

Theoretical and practical part (exercises, case studies, etc.). Students are given the opportunity to submit an assignment prepared by a group of two members.

Assessment methods

Written exams and optional team-based assignment

Language

Greek

Course Title: Business and Competition Law

Code: bm24202p

Type of course: Elective

Year: First

Trimester: First

ECTS: 5

Name of lecturer

Athanasios Koulouridas / Christina Livada

Anticipated Educational Results

Upon completion of the course, postgraduate students will be acquainted with the basic legal concepts of:

- business and companies,
- the law of free and unfair competition,
- the conclusion of contracts and electronic contracts.

Prerequisites

None

Course content

The course is an introduction to the basic legal rules that govern businesses. It presents the various forms of companies, the basic concepts and provisions of competition law and of the conclusion of contracts and electronic contracts.

Recommended reading

- an extended list of references is provided

Teaching methods

Theoretical and practical part (exercises, case studies, etc.).

Assessment methods

Written exams

Language

Greek

Course Title: Project and Program Management

Code: bm24208p

Type of course: Elective

Year: First

Trimester: First

ECTS: 5

Name of lecturer

Konstantinos Kirytopoulos

Anticipated Educational Results

Upon completion of the course, postgraduate students will be able to:

- Understand the main principles and terminology of project management as described in international standards and practices.
- Understand and use the processes relevant to project management (integration, scope, time, cost, quality, resources, communication, risk and procurement).
- Analyse projects through specific methods and tools relevant to each of the processes / knowledge areas examined (WBS, CPM, PERT, Gantt, Slacks calculation, Organisational Structures, RACI, Cash Flows, EVM, Risk Sheets, Resource Leveling, Contract types, Schedule Tracking, Budgeting)
- Solve complex project management problems through special software (such as MS Project, OpenProject, etc).

Prerequisites

None

Course content

The course provides an in-depth analysis of the project management processes in line with national and international standards (ISO21502, PMBOK, ELOT1429). It includes details about the definition and phases of a project, as well as the skills of the project manager and the project team. Methods and tools are discussed for the main project management knowledge areas, namely, scope, time, cost, quality, resource, communication, risk and procurement management.

The main goal of the course is to get the students become familiar with the main project management methods and tools such as time management (Gantt, CPM, PERT), resource and cost management. Moreover, sophisticated techniques such as Earned Value Management for monitoring projects are also included.

Finally, the course helps the students distinguish projects, programs and portfolios as well as understand the purpose of differentiation.

Recommended reading

- Larson, E & Gray, C 2018, *Διοίκηση έργων: η διαδικασία διοίκησης*, Εκδόσεις Κλειδάριθμος, Αθήνα.
- Κηρυττόπουλος, Κ. 2006, *Εγχειρίδιο Διαχείρισης Κινδύνων Έργων*, Εκδόσεις Κλειδάριθμος, Αθήνα (in Greek)
- Kerzner, H 2017, *Project management: a systems approach to planning, scheduling, and controlling*, 12th edn, John Wiley & Sons, N.J.
- PMI 2013, *A guide to the project management body of knowledge (PMBOK guide)*, 5th edn, Project Management Institute, Newtown Square, Pa.

Teaching methods

Lectures and tutorials (exercises, case studies, etc.) in blended form. Invited lectures from Project Managers. The course also encompasses the blended learning approach through MS TEAMS and relevant material.

Assessment methods

Written exams and elective individual assignment

Language

Greek

Course Title: Operational Research – Management Science

Code: bm24103p

Type of course: Mandatory

Year: First

Trimester: Second

ECTS: 5

Name of lecturer

Nikolaos A. Panayiotou

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- attain basic knowledge on selected Operational Research subjects
- know methodological approaches for problem formulation and solution of typical problems that can be met in organizations
- be able to utilize their knowledge in management decision making cases in their work environment

Prerequisites

None

Course content

The content of the module will cover the following subjects:

1. Introduction in the Operational Research
 - Background Information & Historical Review for Operational Research
 - Operational Research Definitions
 - Operational Research Methodology
 - Problems Classification in Operational Research
2. Operational Research Problem Formulation
 - Problem Formulation Basic Principles in Operational Research
 - Problem Formulation of Typical Operational Research Problem Categories
3. Linear Programming & Simplex Algorithm
 - Graphical Solution of Problems With Two Variables
 - Introduction in Linear Programming
 - Standard Form for Linear Programming Problem
 - Solving Max Linear Programming Problems Using the Simplex Algorithm
4. Linear Programming Problem Solution Using Optimization Software
 - Solving Linear Programming Problems in MS Excel (Computer Lab)
 - Introduction in Sensitivity Analysis
5. Dual Problem & Selected Linear Programming Problems
 - Dual Problem Formulation – Economic Explanation of the Dual Problem
 - Transportation Problem
 - Assignment Problem
 - Decomposition Problem
 - Solving Operational Research Problems in MS Excel (Computer Lab)
6. Decision Analysis
 - Introduction in Decision Analysis
 - Criterion of Expected Monetary Value
 - Decision Trees
 - Solving Decision Analysis Problems (Decision Trees) With the Use of Software (Computer Lab)
7. Process Simulation
 - Introduction in Process Simulation
 - Demonstration of Process Simulation Software (Computer Lab)

Recommended reading

- Ξηρόκωστας Δ. (1999), Επιχειρησιακή Έρευνα, Αντικείμενο και Μεθοδολογία, Γραμμικός Προγραμματισμός, Εκδόσεις Συμμετρία. (in Greek)
- Πραστάκος Γ. (2006), Διοικητική Επιστήμη – Λήψη Επιχειρησιακών Αποφάσεων στην Κοινωνία της Πληροφορίας, Εκδόσεις Σταμούλη. (in Greek)
- Hillier F.S. & Lieberman G.J. (2015), Introduction to Operations Research, McGraw-Hill Education.
- Taylor B.W. (2016), Introduction to management science, Pearson.

Teaching methods

Theoretical and practical part (exercises, case studies, etc.). Moreover, in the context of the module, practical exercises with the active participation of students are carried out in the PC Lab, utilizing appropriate software in the areas of Linear Programming and Decision Trees.

Assessment methods

Written exams: Theoretical examination with closed books (weight 30% of the final mark) and practical examination (exercises) (weight 70% of the final mark) with open books

Language

Greek

Course Title: Applied Statistics and Forecasting

Code: bm24105p

Type of course: Mandatory

Year: First

Trimester: Second

ECTS: 5

Name of lecturer

Ioannis Chalikias

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- Understand key concepts for quantifying and managing information in business and management problems
- Perform computer-aided data analysis using MS Excel, SPSS or relevant statistical software
- Understand the more advanced quantitative techniques
- Understand how a statistical model which describes the relationship between variables is specified according to the business problem which distinguishes the dependent variable from the independent ones
- Apply appropriate statistical techniques to estimate a model
- Analyse the computer output and interpret the results
- Analyse data skilfully in the context of assignments and business applications.

Prerequisites

None

Course content

Introduction, numerical data, scales of measurement, tables, graphs. Frequency distributions, central values, dispersion, skewness. Introduction to probabilities, probability distributions, sampling distributions, estimation. Test of hypotheses. Test of independence. Analysis of variance. Simple correlation and regression analysis. Multiple regression analysis. Time series analysis. Case studies.

Recommended reading

- Chalikias, I., *Statistics: Quantitative Methods for Business Decisions*, 4th Edition, Rosili, 2017 (in Greek).
- Berenson M.L., Levine D.M., Szabat K.A. & Stephan D.F., “Basic Business Statistics: Concepts and Applications”, 14th Edition, Pearson, 2019.
- Levine D., Stephan D., Szabat K., “Statistics for Managers Using Microsoft Excel”, 8th Edition, Global Edition, 2017.

Teaching methods

Theoretical and practical part (exercises, case studies, etc.).

Assessment methods

Written exams and team-based assignment

Language

Greek

Course Title: Management Accounting

Code: bm24102p

Type of course: Mandatory

Year: First

Trimester: Second

ECTS: 5

Name of lecturer

George Venieris / Sotirios Karatzimas

Anticipated Educational Results

Upon completion of the course, postgraduate students will be able to:

- understand basic concepts regarding cost and costing
- take managerial decisions based on cost data
- compose and analyze operational budgets

Prerequisites

Basic knowledge of financial statements

Course content

The scope of the course is to analytically examine the use of accounting information and accounting data in managerial and business decisions. Costing methods and technics are used towards the rational management of the operating cost of industrial, mainly, companies.

Recommended reading

- an extended list of references is provided

Teaching methods

Lectures with theoretical, analytical and applied content as well as problems for training the students

Assessment methods

Written exams and team-based assignment

Language

Greek

Course Title: Business Games

Code: bm24102p

Type of course: Elective

Year: First

Trimester: Second

ECTS: 5

Name of lecturer

Stefanos Protosyngelos

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- have apply their knowledge of business administration,
- acquire skills and competencies to manage effectively and efficiently,
- be able to use management models, techniques and tools in practice.

Prerequisites

None

Course content

The course consists of a gaming simulation of the business environment that aims at helping the participants to acquire an experience of managing a firm by taking a series of decisions under conditions of uncertainty, competition, and time pressure. Learning is empirical and participatory, while parallel presentations of various related topics are made. Two games are used. In the first, ENSIM, students manage all functions of a company, being free to use their judgement and to apply whatever management skills they may have acquired. They work in groups, each of which takes decisions concerning specific functions of business (operations, marketing, sales, promotion, finance, human resources, environmental regulations, etc.). In the second, Logtime, the objective is the better understanding of the dynamics of Production —e.g. Materials Flow, Job Sequencing, and Quality— and how, by applying Continuous Improvement (Kaizen), Just-in-Time Production and Lean Management can have better achievements. It may be a simulation, but the insights a participant gains are very real.

Recommended reading

- Two issues with notes are distributed, one for each Game, containing the rules of the Games as well as other relevant information.
- A list of additional references is also provided.

Teaching methods

The course is "laboratory" and strongly applied. Lectures are given with the rules of the Games and then it follows the practical part of the simulation working in teams.

Assessment methods

Team-based assignments, a written exam (quiz) and an individual assignment.

Language

Greek

Course Title: Organizational Behavior and Human Resource Management

Code: bm24209p

Type of course: Elective

Year: First

Trimester: Second

ECTS: 5

Name of lecturer

Leda Panayotopoulou, Konstantinos Papachristopoulos

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- Understand main concepts of Organizational Behavior and Human Resource Management
- Develop a systemic perspective towards organizations
- Understand how organizational concepts, such as teamwork, innovation and research, are related to individual, group and organizational factors
- Acquire skills and competencies to manage people within workplace effectively and efficiently
- Utilize interdisciplinary knowledge (e.g., psychology, sociology, etc) in order to understand the reasons of organizational attitudes and behaviors
- Practice through case studies on issues of organizational life (eg communication, conflicts) and HRM

Prerequisites

None

Course content

The course focuses on the study of Organizational Behavior and Human Resource Management, emphasizing on how a more holistic-systemic approach could lead in more sustainable changes. More specifically, we focus on the following units:

- Human Resource Management: from practices to process
- The study of individual and group behavior in the workplace: a multi-level approach
- Work Motivation and communication: interrelating dynamics
- Leadership: from the heroic leader to collective leadership & collective intelligence
- Career management: from professional decision to balancing personal and professional life
- Employee education and development: towards a learning organization.

Recommended reading

- Βακόλα, Μ., και Νικολάου, Ι. (2012). Οργανωσιακή Ψυχολογία & Συμπεριφορά. Εκδόσεις Rosili, Αθήνα
- Greenberg J., και Baron, R.A. (2010). Οργανωσιακή Ψυχολογία και Συμπεριφορά, Gutenberg, Αθήνα.
- Kreitner, R., and Kinicki, A. (2004), Organizational Behavior, McGraw-Hill, New York.
- Μπουραντάς, Δ. (2002). Μάνατζμεντ. Θεωρητικό υπόβαθρο. Σύγχρονες Πρακτικές. Αθήνα: Εκδόσεις Μπένου.
- Spreitzer, G.M., and Cameron, K.S. (2011). The Oxford Handbook of Positive Organizational Scholarship. Oxford University Press, Oxford.
- Χυτήρης, Λ. (2001). Οργανωσιακή Συμπεριφορά. Η ανθρώπινη συμπεριφορά σε οργανισμούς & επιχειρήσεις. Interbooks, Αθήνα.
- Robbins, S.P., and Judge, T.A. (2011). Οργανωσιακή Συμπεριφορά: Βασικές έννοιες και σύγχρονες προσεγγίσεις. Εκδόσεις Κριτική.
- Presentations of teachers and selected papers.

Teaching methods

Teaching methods include interactive lectures and case studies. Group working of students requires both theoretical analysis of concepts, but also practical implementation of theoretical models and results.

Assessment methods

Written exams (70%) and team-based assignment (30%)

Language

Greek

Course Title: Sustainability, Health and Safety

Code: bm24210p

Type of course: Elective

Year: First

Trimester: Second

ECTS: 5

Names of lecturers

Konstantinos Aravossis, Dimitris Nathanael

Anticipated Educational Results

Upon completion of the course, postgraduate students will be able to:

A. Be aware of the importance of the environmental dimension for the viability of businesses in the perspective of "Sustainable development", know the principles, objectives, institutional framework and stages of implementation of Environmental Management Systems, apply the basic methods of program implementation and evaluation Corporate Social Responsibility as well as the process of preparing environmental impact studies.

B. Apply the basic principles of Occupational Safety & Health management within the framework of socially responsible business viability. Apply basic knowledge for the effective management of Safety and Health as well as to participate in risk assessment analysis.

Prerequisites

None

Course content

A. Environmental Management: "Sustainable Development": International initiatives and policies. Business and environment: the concept of ecoefficiency and ecodesign. Life Cycle Analysis methodology of products and processes. Introduction to the Concept of Circular Economy. Business sustainability - Corporate Social Responsibility. Content of corporate social responsibility (CSR) programs. Evaluation of CSR programs. Environmental Impact Assessments (EIA). Institutional framework - Licensing process. Environmental impact study structure (example EIA). Environmental Management Systems (EMS), concept and significance, import incentives and expected benefits. EMS application methodology. The international standard ISO 14001 and the European regulation EMAS

B. Occupational Health & Safety (OHS) Management: Introduction, the importance of OHS in company policy.. The two sides of OHS, the human and the technological, theoretical concepts for the etiology of occupational accidents, technological, social and systemic approaches, Human reliability / human errors, cognitive precursors of errors, error types, error causes, cognitive biases. Quantitative techniques of human reliability assessment. Accident analysis techniques (Fault and event trees, systemic analyses) – Case studies. Types of hazards in the workplace (physical, chemical biological etc.). Occupational Risk assessments techniques (qualitative and quantitative approaches). OHS management, organizational models, roles, procedures, Statistical analyses of OHS data (accidents, illnesses, near-misses), OHS management systems certification, OHS legal framework.

Recommended reading

Environmental Management

- Class notes, presentation slides of Prof Aravossis

Books available at the Athens-MBA library

- «Environmental Management and Business Strategy», Welford – Gouldson, 1993
- «Environmental Management Systems and Cleaner Production», Hillary Ruth, 1997
- «14001 and Beyond, Sheldon Christopher», 1997
- «ISO 14001 Implementation Manual», Woodside - Aurrichio – Yturri, 1998

Occupational Health and Safety Management

- Class notes, presentation slides of Ass. Prof Nathanael

Books available at the Athens-MBA library

- Μαρμαράς, Ν. (2003). Ασφάλεια και Υγιεινή της Εργασίας. Αθήνα: ΕΜΠ
- Reason, J. (1997). Managing the Risks of Organizational Accidents: Ashgate Publishing Limited
- Stranks J. (2016). Health and Safety at Work: An Essential Guide for Managers, 10th edition., Kogan Page

Teaching methods

Theoretical and practical part (exercises, case studies, etc.). Students make presentations of contemporary management issues.

Assessment methods

Course grading is based on written exams of both units of the course

Language

Greek

Course Title: Business Policy and Strategy

The title of the course will be renamed to **Business Strategy** from academic year 2023-24

Code: bm24104p

Type of course: Mandatory

Year: Second

Trimester: Third

ECTS: 5

Name of lecturer

Helen Salavou

Anticipated Educational Results

The course will provide insights to effectively manage the process of strategizing. Upon completion of the course, students will be able to:

- analyze the external environment of a given organization to identify opportunities and threats.
- analyze the internal environment of a given organization to trace strengths and weaknesses.
- set long-term goals based on the SWOT analysis.
- identify and assess potential strategic choices.
- implement the most appropriate strategy.
- getting familiar with strategic management tools.

Prerequisites

Management knowledge and skills

Course content

This course introduces key concepts, models, tools and techniques of strategic management. Strategic management involves how to direct a given organization into the future. The course seeks to understand what managers must do to think strategically.

Recommended reading

Together with a list of recommended references, the following book is compulsory:

- Johnson G., Scholes K. and Whittington R. (2008). Exploring Corporate Strategy: Text and Cases, 8th edition. UK: Pearson Education Ltd.

Teaching methods

The course is implemented through lectures of theory and practice (i.e., case studies). In addition, students are asked to present case assignments based on teamwork.

Assessment methods

- Written exams (60% of the final grade).
- Group assignment (40% of the final grade).

The group assignment deliverable will be in the form of text and presentation. Written exams will be open book.

Language

Greek

Course Title: Management Information Systems

Code: bm24110p

Type of course: Mandatory

Year: Second

Trimester: Third

ECTS: 5

Name of lecturer

Ilias Tatsiopoulou, Gregoris Mentzas, Stavros Ponis, Giorgos Papadopoulos

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- acquire and develop competencies in the analysis and design of information systems using state of the art process modelling techniques
- understand the basic concepts of Management Information Systems and gain focus on Enterprise Resource Planning (ERP) systems' design features and functionalities.
- become knowledgeable in electronic business, the related business models and the business processes carried out over the web.

Prerequisites

None

Course content

The course introduces the definitions and principles of MIS (Management Information Systems) operations, presents the functionalities of a typical ERP followed by the basic methodological steps for implementing an ERP system and outlines the characteristics of the e-business environment, the related business models as well as mechanisms and algorithms used in electronic service provision.

Recommended reading

- an extended list of references is provided

Teaching methods

Theoretical and practical part (exercises, case studies, etc.).

Hands-on Laboratory training on the use and application of Business Process Modelling software

Assessment methods

Written exams and personal assignment

Language

Greek

Course Title: Financial Management I

The title of the course will be renamed to **Financial Management** from academic year 2023-24

Code: bm24111p

Type of course: Mandatory

Year: Second

Trimester: Third

ECTS: 5

Name of lecturer

Andrianos Tsekrekos

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- Be able to appreciate the time value of money
- Perform capital budgeting and appraisal of corporate investments
- Appreciate the risk-return trade-off in corporate investments
- Examine credit policy alternatives
- Estimate the operating and financial risk of firms

Prerequisites

None

Course content

The following topics are covered:

A. INVESTMENT DECISIONS

- Time value of money, Present values and Future values, Annuities, Examples and Applications.
- Investment evaluation criteria, the Net Present Value (NPV) criterion, the Internal Rate of Return (IRR) criterion, Comparison of criteria.
- Free cash flow calculation, Investment evaluation in the face of inflation, Example and Applications
- Risk measurement and the risk-return trade-off, Asset pricing models, Sensitivity AnalysisB.

B. FINANCING DECISIONS

- Financing methods (Issuing share and bonds, Bank Loans).
- Credit policy and its Cost, Factoring.
- Operating and Financing Risk, Break-even analysis, Leverage.

Recommended reading

- Δράκος, Α., και Καραθανάσης, Γ. «Χρηματοοικονομική Διοίκηση των Επιχειρήσεων» Εκδόσεις Μπένου
- Brealey, R., Myers, S. και Allen, F., (2014), Αρχές Χρηματοοικονομικής των Επιχειρήσεων, Utopia Publishing.
- Βασιλείου, Δ., και Ηρειωτης Ν. «Χρηματοοικονομική Διοίκηση, Θεωρία και Πρακτική» Εκδόσεις Rossili

Teaching methods

Lectures with theoretical and practical parts (exercises and case studies).

Assessment methods

Written exams and a team or individual assignment

Language

Greek

Course Title: Total Quality Management

Code: bm24203p

Type of course: Elective

Year: Second

Trimester: Third

ECTS: 5

Name of lecturer

Konstantinos Kirytopoulos, George Chatzistelios

Anticipated Educational Results

Upon completion of the course, postgraduate students will be able to:

- Understand the main principles and terminology of Quality Management, the requirements of Quality Management Systems and the Quality Control methods and techniques.

- Understand the main principles and terminology of Risk Management, in line with international standards.
- Understand and apply the processes for the development, implementation, review and certification of quality management systems in line with ELOT EN ISO 9001 and risk management, in line with ELOT ISO 31000.
- Use methods for risk identification, analysis, mitigation and follow up.
- Apply methods and tools for quality and risk management.
- Analyse problems relevant to quality management and quality control.
- Utilise software for the quality control techniques.

Prerequisites

None

Course content

The course introduces the students to a customer-centric business environment where total quality and continuous improvement of processes and products are prerequisites of a company's success and competitiveness improvement. The relevant systems are maintained so that companies may prove their ability to provide, on a continuous basis, products and processes that satisfy customers' requirements as well as legislative requirements. The course discusses the main principles as well as the development and control of quality systems and analyses in depth the requirements of ELOT EN ISO 9001.

In parallel, the course focuses on risk management (including Business Continuity Management) and presents the relevant processes in line with the ISO31000:2018 standard as well as other international standards (including those referring to project risk management). Specific risk management processes and tools are discussed, for the areas of risk identification, analysis, evaluation, mitigation and follow up.

The students see how they can develop and maintain quality and risk management systems in public organisations and private companies across Industries.

Special emphasis is given to the issues of certification as this is the official way for an organisation to prove the use of a quality and risk management system and it constitutes an important competitive advantage.

Recommended reading

- ΕΛΟΤ 2015, *ΕΛΟΤ EN ISO 9000:2015 Συστήματα διαχείρισης της ποιότητας - Θεμελιώδεις αρχές και λεξιλόγιο*, Ελληνικός Οργανισμός Τυποποίησης (ΕΛΟΤ), Αθήνα.
- ΕΛΟΤ 2015, *ΕΛΟΤ EN ISO 9001:2015 Συστήματα διαχείρισης της ποιότητας Απαιτήσεις*, Ελληνικός Οργανισμός Τυποποίησης (ΕΛΟΤ), Αθήνα.
- ISO 2018, *ISO 31000: Risk management - Guidelines*, International Organisation for Standardisation (ISO), Geneva, Switzerland.
- Κηρυττόπουλος, Κ. 2006, *Εγχειρίδιο Διαχείρισης Κινδύνων Έργων*, Εκδόσεις Κλειδάριθμος, Αθήνα.
- Λεώπουλος, Β. 2018, *Συστήματα Διαχείρισης Ποιότητας*, Σημειώσεις μαθήματος Διοίκησης Ποιότητας ΕΜΠ, Αθήνα.

Teaching methods

Lectures and tutorials (exercises, case studies, etc.) in blended form. Invited lectures from Quality and Risk Management practitioners. The course also encompasses the blended learning approach through MS TEAMS and relevant material.

Assessment methods

Written exams

Language

Greek

Course Title: e-Commerce and Interorganisational Cooperation

Code: bm24207p

Type of course: Elective

Year: Second

Trimester: Third

ECTS: 5

Name of lecturer:

Dimitris K. Kardaras

Learning outcomes of the course unit

The course aims to equip students with all the necessary knowledge for understanding, planning, and designing e-business systems. This course, which aims at stimulating students' entrepreneurship, discusses the e-business issues from a technological and business perspective.

This course aims to familiarize students with issues pertaining to:

1. Current trends in e-business.
2. Strategic e-business and for creating new and innovative businesses using web technologies.
3. Frameworks for identifying e-business applications.
4. Web design and evaluation.
5. Social Media and their business value, e-CRM,
6. Customization of services, sentiment analysis.
7. Business process modelling, management and performance measurement.
8. Digital ecoSystems and Platforms.
9. Case studies.

Prerequisites and co-requisites

None.

Course content

- Introduction to e-Commerce and e-Business.
- Benefits and problems for e-business development.
- Current state of e-business development.
- Web design and evaluation.
- B2C and B2B e-business.
- CRM systems.
- Developing a Business Plan for e-business.
- Strategic Planning for e-business, models and frameworks.
- Internet technologies-Issues in e-service composition.
- Customization of services.
- Technology driven Entrepreneurship: recommender systems, text analysis, sentiment analysis, AI, social media.
- Business Process Modelling, Design and Performance Measurement.
- Discussion of case studies.

Recommended or required reading

Selected Journal papers.

Planned learning activities and teaching methods

All students attend classes. Attendance is monitored. All teaching material is available on the e-class platform offered by the university. All students enrolled to the course have access to this material. During the semester student undertake coursework, which parts are designed so that students may practice and get familiar with the course material covered in lectures. Discussions on different topics and exercises are scheduled for the students to comprehend the course material. Students are encouraged to analyse and discuss selected Case Studies.

Assessment methods and Marking

The examination takes place at the end of the course. The examination consists of a written examination, which accounts for the 100% of the total mark.

Language of instruction

Greek

Course Title: Financial Management II

The title of the course will be renamed to **Money and Capital Markets** from academic year 2023-24

Code: bm24212p

Type of course: Elective

Year: Second

Trimester: Third

ECTS: 5

Name of lecturer

George Kouretas

Anticipated Educational Results

Upon completion of the course, postgraduate students will be able:

- To develop knowledge about the theoretical structure of the global financial system
- Understand the importance of money market and the pricing of money market financial instruments
- To acquire knowledge of the bond market and the pricing of bonds
- To acquire knowledge of the stock market and the pricing of stocks
- Understand the determinants of the duration, modified duration and convexity
- Understand the structure of interest rates and the relationship of the yield curve and the business cycles.
- Develop skills to analyze the forward rate agreements and interest rate swaps

Prerequisites

Financial Management I

Course content

The aim of this course is to present to the students the operation of the modern global financial system as well as the issues that are related to the money and fixed income securities markets and the new financial and economic policies in international financial markets. In addition, we examine in detail the stock markets. The presentation of all issues is done with the combination of theory and applications in order for the students to gain a better understanding the complicated mechanisms of the money and bonds markets as well as the of the implementation of the monetary policy.

Recommended reading

- A.A. Δράκος και Γ. Α. Καραθανάσης, (2010), *Χρηματοοικονομική Διοίκηση των Επιχειρήσεων*, Αθήνα: Εκδόσεις Ε. Μπένου. (in Greek)
- Notes provided by the instructor.

Additional Selected Reading

- Bodie, Z., A. Kane and A.J. Marcus, *Investments*, (2009), Eight Edition, McGraw-Hill.
- Elton, E., Gruber, M., Brown, S., Goetzmann, W., (2010), 'Modern Portfolio Theory and Investment Analysis', 8th Edition, Wiley.
- Ross, S., Westerfield, R., Jaffe, J., (2010), 'Corporate Finance', 9th Edition, McGraw Hill.

Teaching methods

Teaching will include lectures and analysis of case studies.

Assessment methods

Written exam

Language

Greek

Course Title: Social Change and Innovation

It will be introduced into the curriculum from the Academic year 2023-24

Code: bm24216p

Type of course: Elective

Year: Second

Trimester: Third

ECTS: 5

Name of lecturer

Ioanna Deligianni; Giorgos Papagiannakis

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- understand the basic concepts of business ethics and corporate social responsibility and realize their necessity for modern businesses
- know how social change can be achieved by businesses through innovative actions
- possess knowledge and skills to manage social impact initiatives for sustainability and expansion
- be able to critically evaluate social responsibility and leadership practices
- be able to use tools and techniques with the aim of creating social value

Prerequisites

None

Course content

The course examines the role of businesses in shaping a sustainable and fairer society. It examines the fundamental characteristics of social impact initiatives and how they are managed to ensure sustainability and scalability. It analyzes the concepts of corporate social responsibility as well as the innovative practices that companies can adopt with the aim of expected social change. The course concludes with the presentation and critical evaluation of current issues of social responsibility and innovation.

Recommended reading

- Haski-Leventhal D. (2018). Strategic Corporate Social Responsibility. Tools and theories for responsible management. Tziola.
- Rasche A., Morsing M., and Moon J. (2020). Corporate Social Responsibility. Strategy, communication, governance.

Teaching methods

Lectures with a theoretical and practical part (exercises, case studies, etc.). In addition, there are presentations of current issues by postgraduate students

Assessment methods

Written exams and group assignment

Language

Greek

Industrial Policy & International Competitiveness

Code: bm24101p

Type of course: Mandatory

Year: Second

Trimester: Fourth

ECTS: 5

Name of lecturer

Aggelos Tsakanikas

Anticipated Educational Results

The aim of this course is to make students familiar with the developments in the evolving new international division of labor as well as the subsequent effects on economic, technological, and business activity, with an emphasis on Greece. Furthermore, we assess of the basic parameters of an industrial policy, as well as the methodological and conceptual framework related to the concept of international competitiveness of a country, an industry, an organisation.

Prerequisites

None

Course content

During the course postgraduate students will be able to understand basic concepts and also:

- Undertake a systematic overview, analysis, and understanding of the forces and major trends that are shaping the new international environment and how they affect the economic and business activity.
- Highlight the macroeconomic effects and the microeconomic elements behind these changes.
- Explore the big picture, but also those specific aspects and impacts that may explain the main trends
- Map the great transformations and identify specific (smaller) changes.
- Analyse, in particular, the impact on employment, economic activity, environment, countries, and societies.

These developments and trends are analysed with a reference to the technological changes, the productive restructuring, and institutional changes. Special emphasis is placed on public policies pursued at national, European, and global levels while analysing also the business strategies and reactions to these changes.

Recommended reading

- Strategic Interventions for the Development of Industry: Impact and Policy Analysis, November 2019, IOBE Study on Greek Production
- “Challenges and prospects of the manufacturing sector in Greece: Strategic interventions for development”, IOBE Study on Greek Production, December 2018
- Acemoglu, D. and Robinson, J. (2012) Why Nations Fail
- Caloghirou, Y., Tsakanikas A., "The competitiveness deficit of the Greek economy: thoughts for action" in "From Crisis to Development: in search of new development models for Greece and the European south", edited by S. Valyraki , S. Babanasi, A. Mouriki, N. Maravegia, Papazisis Publications, 2014
 - “Towards a new development model: selected sectors and institutional interventions for the period 2014-2020”, IOBE Study for the Ministry of Finance, December 2013
- Global Competitiveness Report, WEF, (World Economic Forum)
- IMD Global Competitiveness Reports
- European Innovation Scoreboards
- [https://www.europarl.europa.eu/RegData/etudes/BRIE/2018/630309/EPRS_BRI\(2018\)630309_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/BRIE/2018/630309/EPRS_BRI(2018)630309_EN.pdf)
- A New Industrial Strategy for Europe, <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52020DC0102&from=EN>
- Annual and periodic reports from various international and national agencies such as, Bank of Greece, IOBE, KEPE, INE-GSEE, Banks. Etc
- Various other sources renewed on an annual basis

Teaching methods

Lectures with theoretical and practical part (exercises, case studies, etc.). In addition, current issues are presented by selected speakers related to the field of Industry.

Assessment methods

Written exams

Language

Greek

Course Title: Operations Management (Products, Services and Projects)

The title of the course will be renamed to **Operations Management** from academic year 2023-24

Code: bm24106p

Type of course: Mandatory

Year: Second

Trimester: Fourth

ECTS: 5

Name of lecturer

Ilias Tatsiopoulos, G. Papadopoulos, G. Chatzistelios

Anticipated Educational Results

Upon completion of the course, postgraduate students will be able to:

- Understand the main characteristics of production systems and the relevant problems of operation management,
- Understand the functions and processes of production and apply the methods of aggregate Production Planning,
- Understand the methods of Production System Design and implement them for Plant Layout,
- Understand Assembly Lines and apply assembly line balancing methods,
- Understand the methods of Production Planning and Control and apply the MRP (Material Requirements Planning) method.

Prerequisites

None

Course content

Operations Management is an introductory course on Production as a Business Operation. It's subject can be defined as: the study, design, control of operation, and maintenance of systems consisting of people, materials, and equipment. The course seeks to show how Operatios Management differs from one company to another depending on its production system. The course, apart from the basic principles of production such as Principles of Production Planning, MRP and assembly line balancing, is based on case studies that indicatively include:

Continuous Production System (Paper Manufacturing)

General Factory (Machine Shop)
Flow Production in Batches (Garment Industry)
Hybrid Production System (Brewery)
Machine paced assembly Line (Automotive)
Worker paced assembly Line (Restaurant)
Service Provided (Car Repair Shop)
Provision of consulting services (Business consulting company)

Recommended reading

Presentations, which cover most of the course, are based on the classic book by Roger W. Schmenner
Production / Operations Management - Concepts and Situations.
Additional notes are distributed to support the study.

Teaching methods

Written exams and elective individual assignment

Assessment methods

- Presentation of the case studies from the students to the class and relevant report
- Participation in class discussion
- Final written exam

Language

Greek

Course Title: Marketing

Code: bm24107p

Type of course: Mandatory

Year: Second

Trimester: Fourth

ECTS: 5

Name of lecturer

Konstantinos Indounas

Anticipated Educational Results

Upon completion of the course, students will be able to understand the:

- Marketing concept and philosophy.
- Marketing strategy tools.
- Stages of a marketing plan design.
- Application of the marketing philosophy and strategy in different market contexts.

Prerequisites

None

Course content

- Marketing concept and philosophy.
- Stages of strategic marketing planning process.
- Marketing plan design.
- Analysis of a company's internal and external environment.
- Market research.
- Consumer behavior.
- Marketing objectives and strategy description.
- Segmentation, targeting, positioning.
- Product strategy.
- Pricing strategy.
- Distribution strategy.
- Communication strategy.
- Marketing in B2B markets.
- Services Marketing.

Recommended reading

Recommended optional textbook

- Kotler P. and Keller, K.L. (latest edition), Marketing Management, Prentice Hall, New Jersey.

Further bibliography

- Bouzid, A. (2015), Marketing Management: Business Analysis and Planning from a Marketing Perspective: Applying Situation Analysis, Positioning Map and Marketing Tools, ab-consulting-online.com.
- Iacobucci, D. (2014), Marketing Management, Gengage Learning, Stamford.
- Kotler P., Wong V., Saunders J., Armstrong G. (latest edition), Principles of Marketing, Prentice Hall, New Jersey.
- Mullins, J., Walker, A. and Boyd, H. (latest edition), Marketing Management: A Strategic Decision-Making Approach, Mc-Graw Hill, New York.

Academic journals

- Bettencourt, L.A., Lusch, R.F. and Vargo, S.L. (2014), "A service lens on value creation: Marketing's role in achieving strategic advantage", California Management Review, Vol. 57 No. 1, pp. 44-66.
- Challagalla, G., Murtha, B.R. and Jaworski, B. (2014), "Marketing doctrine: A principles-based approach to guiding marketing decision making in firms", Journal of Marketing, Vol. 78 No. 4, pp. 4-20.
- Joshi, A. and Gimenez, E. (2014), "Decision-driven marketing", Harvard Business Review, Vol. 92 No. 7/8, pp. 205-211.

- Nath, P. and Mahajan, V. (2011), “Marketing in the c-Suite: A study of chief marketing officer power in firms’ top management teams”, Journal of Marketing, Vol. 75 No. 1, pp. 60-77.
- Tadajewski, M. and Hower, P. (2012), “Global contributions to marketing management”, Journal of Marketing Management, Vol. 28 No. 9/10, pp. 1015-1020..

Teaching methods

The course objectives are achieved through lectures and discussion within the classrooms, case studies and, in case it is feasible, invited guest lectures by companies’ managers.

Assessment methods

- Exams (80% of the final grade).
- Group assignment (20% of the final grade).

Regarding the group assignment, students are asked to work in groups of 3-4 people and study and evaluate a company’s marketing strategy. They are expected to submit a PowerPoint document.

Language

Greek

Course Title: Entrepreneurship and Creation of new Entrepreneurial Ventures

The title of the course will be renamed to **Entrepreneurship** from academic year 2023-24

Code: bm24204p

Type of course: Elective

Year: Second

Trimester: Fourth

ECTS: 5

Name of lecturer

Konstantinos Aravossis, Aggelos Tsakanikas

Anticipated Educational Results

The aim of the course is to familiarize students with the concept of entrepreneurship, the concept of business planning, as it emerges in public and private sector organizations. Furthermore, students focus on the theoretical and practical analysis of all the characteristics of a business plan as a business development tool. In addition, cases studies cases of business planning by organizations in Greece and abroad are presented whereas invited speakers and successful entrepreneurs present of their experiences and have an interactive course with students. Students thus become familiar with the development of a concrete business plan.

Prerequisites

None

Course content

During the course postgraduate students will be able to understand basic concepts and also:

- Introduction to the concept of entrepreneurship
- Entrepreneurship (International practices and statistics). Definition of business planning, utility, requirements, applications, particularities in Greece
- Business planning as an element of the strategy of organizations and the case of GROUP IKEA (furniture). The individual elements of business planning in the public and private sector (similarities - differences). Presentation of entrepreneur experience (A)
- Analysis of external environment. Presentation of entrepreneur experience (B)
- Internal environment analysis. Presentation of entrepreneur experience (C)
- Advantages and weaknesses analysis (Swot Analysis) / Organization development strategies. Presentation of entrepreneur experience (D)
- Presentation of business plans through 2234/94 and 1892. Presentation of Case Studies by foreign companies.

Recommended reading

1. STUTELY R. "THE IDEAL BUSINESS PLAN", COPYRIGHT FOR THE GREEK LANGUAGE: PAPASOTIRIOU & CO OE, ATHENS 2003
2. ATHANASOPOULOS P., ATHANASOULIS CH. "BUSINESS POLICY AND STRATEGIC ADMINISTRATION", STAMOULIS PUBLICATIONS, PIRAEUS 1990.
3. ARAVOSIS K., "COMPILATION & EVALUATION OF INVESTMENT PLANS & PROGRAMS - From Theory to Practice", LEGAL LIBRARY, ATHENS 2007.
4. GEORGANTA Z., "ENTREPRENEURSHIP & INNOVATIONS" ANIKOULA, 2003.
5. ETVA SA: "INVESTMENT PROJECT EVALUATION MANUAL", THEOFANIDIS STAVROS, PAPAISIS PUBLICATIONS, 1985
6. IOANNIDIS S. "ENTREPRENEURSHIP & ENTREPRENEURSHIP", PAPAISIS 2000.
7. KARVOUNIS S, "ECONOMIC AND STUDIES", STAMOULIS PUBLICATIONS, ATHENS 2000
8. TH. KOKKORIS "THE BUSINESS PLAN", Published by: THEODOROS KOKKORIS, Athens 1995
9. LAMPROPOULOS UNIV. "ENTREPRENEURSHIP MANUAL", PROPOMPOS 2002.
10. MOURDOUKOUTAS P. "ENTREPRENEURSHIP IN THE NEW ECONOMY, SIDERIS 2001.
11. MOURDOUKOUTAS P., PAPADIMITRIOU S., IOANNIDIS A., "ENTREPRENEURSHIP: INSTITUTIONS & POLICIES", LOCATION
12. PAPADAKIS V. "BUSINESS STRATEGY: Greek & International Experience", EVG PUBLICATIONS. BENO, 1999
13. N. N. SARSENTIS "BUSINESS STRATEGY and POLICY", Evg. Benou, Athens 1996
14. MINISTRY OF NATIONAL ECONOMY, Department of Business Planning DEKO: "STRATEGIC & BUSINESS PLANNING OF PUBLIC COMPANIES & ORGANIZATION
15. Global Entrepreneurship Monitor reports

Teaching methods

Lectures with theoretical and practical part (exercises, case studies, etc.). In addition, current issues are presented by selected speakers related to the field of Industry.

Assessment methods

Written exams

Language

Greek

Course grade

The grade results mainly from the exercise that concerns the preparation by the students (in groups) of a complete business plan, where they will practice in the application of the concepts of the course. The final configuration of the grade takes into account the following:

- a. the quality of the presentation
- b. the quality of the business plan and
- c. participating in class discussions

Course Title: Decision Support Systems

Code: bm24211p

Type of course: Elective

Year: Second

Trimester: Fourth

ECTS: 5

Name of lecturer

Ilias P. Tatsiopoulos, Nikolaos A. Panayiotou, Nikolaos Kokkalakis

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- be able to understand basic concepts as well as methodological approaches of management decisions support in an organization
- be able to use management approaches and quantitative methods of decision support in real organizational problems

Prerequisites

None

Course content

In the presentations, selected qualitative and quantitative approaches are covered, while, at the same time, useful information is provided for specialized software that can support decision making. In particular, domains that are covered are:

1. Decision Making & Multicriteria Analysis
 - Decision making basic notions
 - Goal Programming
 - Multicriteria Utility Theory – Linear Additive Model
 - Analytical Hierarchy Process
 - Electre Methods

- Promethee Method
- 2. Performance Management Systems
 - Strategy and Performance Measurement
 - Evaluation of Business Performance
 - The Balanced Scorecard Method
 - Multicriteria Problems Solving with the use of software
- 3. Individual Decision Making
 - The Pyramid of Business Decisions
 - Risk, Uncertainty and Decision Making
 - Rational Decision Making
 - Intuitive Decision Making
 - Finite Rationalization
- 4. Group Decision Making
 - Leadership and Decision Making
 - Influence and Decision Making
 - Quality of Business Decisions
 - Failures and Traps in Business Decision Making
 - Rule-based Decision Making
 - Implementation & Risk Management
- 5. The Systems Approach in Decision Making
 - Systems Engineering, Systems Thinking
- 6. Data Utilization in Decision Making
 - Data Analysis
 - Forecasting
 - Business Intelligence Tools

Recommended reading

- Bazerman M. H. & Moore D. A., Judgment in Managerial Decision Making, John Wiley & Sons; 7th Edition edition, 2008.
- Checkland P., Systems Thinking, Systems Practice, Wiley, 1999.
- DTLR, DTLR multi-criteria analysis manual, UK, 2004.
- Goodwin P. & Wright G., Decision Analysis for Management Judgment, John Wiley & Sons , Ltd 2004.
- Kaplan R. S. & Norton D. P., The Balanced Scorecard: Translating Strategy into Action, Harvard Business School Press, 1996.
- Slack N., Chambers S. & Johnston R., Operations Management, Prentice Hall: Financial Times, 2007.
- Sheer A. W., Jost W., Hess H. & Kronz A., Corporate Performance Management, Springer-Verlag Berlin Heidelberg, 2006.

- Παναγιώτου Ν., Σημειώσεις «Οργάνωση Παραγωγής & Διοίκηση Επιχειρήσεων II» (Η Μέθοδος Balanced Scorecard), 2009.
- Πραστάκος Γ., Διοικητική Επιστήμη: Λήψη επιχειρησιακών αποφάσεων στην κοινωνία της πληροφορίας, Εκδόσεις Σταμούλη, 2006.
- Vercellis C., Business Intelligence: Data Mining and Optimization for Decision Making, Wiley-Blackwell, 2009.

Teaching methods

Theoretical and practical part (exercises, case studies, etc.). Moreover, in the context of the module, practical exercises with the active participation of students are carried out in the PC Lab, utilizing appropriate software. The software used is the following:

- Excel Solver add-in (Software used for the solution of Goal Programming Problems)
- Visual Promethee (Software used for the solution of Multicriteria Decision Making Problems)

Assessment methods

Written exams

Language

Greek

Course Title: Supply Chain Management

Code: bm24215p

Type of course: Elective

Year: Second

Trimester: Fourth

ECTS: 5

Name of lecturer

Sotiris Gayialis, I. Tatsiopoulos

Anticipated Educational Results

Upon completion of the course, postgraduate students will:

- identify and understand the key concepts of supply chains and its main operations,
- understand the strategic role of supply chains,
- understand the parameters affecting the operation of the supply chains,
- identify and use methods for efficient management of the supply chains,
- evaluate the performance of supply chain business processes.

Prerequisites

None

Course content

The aim of the course is the acquirement of basic knowledge in the field of Supply Chain Management. The topics covered are the current trends, the challenges of the future, as well as the implementation of the supply chain in practice. It covers the operations of, sales forecasting, inventory management, warehousing and distribution, purchasing and transportation, after sales service. Analyzes the principles of planning, operation and control within the supply chains. It also introduces to the green supply chain concept.

Recommended reading

- Christopher M. (2016) Logistics and Supply Chain Management, 5th edition, Financial Times/Pearson Education.
- An additional extended list of references is provided.

Teaching methods

Theoretical and practical part (exercises, case studies).

Presentations by experienced executives of the supply chain industry.

Exercises using specialized software.

Assessment methods

Written exams and personal assignment

Language

Greek

Course Title: Construction Economics and Real Estate Management

It will be introduced into the curriculum from the Academic year 2023-24

Code: bm24217p

Type of course: Elective

Year: Second

Trimester: Fourth

ECTS: 5

Name of lecturer

Prodromos Vlamis, Andrianos Tsekrekos

Anticipated Educational Results

Construction and Real estate management are multi-faceted fields, encompassing both an operating industry and a broad category of investments. It has its own institutional features, jargon, and investment structures. The course will hopefully serve as a basis for students' future personal and vocational development. To this end, it is intended to impart knowledge and learning skills which are both subject-specific and generic. Students are expected to develop the following skills: critical analysis, logical argument, problem-solving, communication, numeracy and research.

Prerequisites

None. The course is designed to be non-technical and is intended to impart knowledge and learning skills which are both subject-specific and generic. No prior knowledge of economics is required.

Course content

Class 1

The Nature of Real Estate and Real Estate Markets

Residential Market and Commercial real Estate Segments (office, retail, industrial and logistics)

Class 2

The Greek Real Estate Market: Prospects and Problems

The 2009-2019 Greek Debt crisis and its repercussions on the Greek Real Estate Market

Class 3

Decoding of the long-lasting institutional problems of the Greek Real Estate Market. How can they be solved?

Institutional Reform as a Prerequisite for the Exploitation of Public Real Estate Assets

Methods of Development and Exploitation of Public Real Estate Assets

- Sale and Leaseback
- Securitization
- Leasing
- Real Estate Investment Trusts
- Public Private Partnerships

Class 4

Private Market Real Estate Investments

- direct investment in real estate

Publicly Traded Real Estate Securities

- Real Estate Investment Trust-REITs

Class 5

- Real Estate Development: Theory and Practice
- A case study of Starcity project (111 Sygrou Avenue)

Class 6

Real Estate Appraisal Methods I

- Sales comparison method
- Cost replacement method)

Class 7

Real Estate Appraisal Methods I

- Income capitalisation method
- Profit capitalisation method
- Elwood method

Recommended reading

1. Brown, G.R. and Matysiak G.A., (2000), *Real Estate Investment: A Capital Market Approach*, Financial Times/Prentice Hall (latest edition) (ISBN 0-13-020063-8)
2. Brueggeman, W.B. and Fisher J.D., (2005), *Real Estate Finance & Investments*, McGraw–Hill/Irwin, (latest edition) (ISBN 007-123821-2)
3. Corgel, J.B., Smith, H.C. and Ling, D.C., (1998), *Real Estate Perspectives*, McGraw–Hill/Irwin (latest edition) (ISBN 0-256-15245-4)
4. Geltner, D.M. and Miller, N.G., (2001), *Commercial Real Estate Analysis & Investments*, South Western Thomson Learning (latest edition) (ISBN 0-324-136765)
5. Ling, D.C. and Archer W.R., (2005), *Real Estate Principles: A Value Approach*, McGraw–Hill/Irwin (latest edition) (ISBN 007-111291-X)
6. Brealey R and S. Myers (2006), *Principles of Corporate Finance*, McGraw-Hill International Book Company, (latest edition).

Teaching methods

Theoretical (Lectures) and practical part (exercises, case studies, etc.).

Assessment methods

Written unseen final exam

Language

Greek

PART III: STUDENT INFORMATION

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. WiFi instructions

• E-Learning Platform – ECLASS

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

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

Medical Services, Insurance / Healthcare

Undergraduate, postgraduate and PhD students at the University who have no other medical and hospital care are entitled to full medical and hospital care in the National Health System with coverage of the relevant costs by the National Health Service Provider. A psychiatric counseling service also operates at the University, staffed with a physician specializing in the treatment of mental health issues.

More information at <https://www.aueb.gr/en/content/health-care> .

Services/Facilities to Students with Special Needs

The Athens University of Economics and Business ensures the facilitation of students with special needs, through the design, implementation, and environmental adaptations, for access to the university building facilities. In the main building there are specially configured lifting machines, ramps, and elevators. There are also special regulations for conducting exams for students with special needs.

The Athens University of Economics and Business has established a Committee for Equal Access for people with disabilities and people with special educational needs. The Commission is an advisory body and submits recommendations to the competent bodies for the formulation and implementation of the policy of equal access for persons with disabilities and persons with special educational needs.

Through the Library services, students with physical disabilities are granted electronic access to the recommended Greek bibliography of the courses taught at the University. In this context, the Association of Greek Academic Libraries (SEAB) has developed a multimodal electronic library called AMELib.

More information is available at <https://www.aueb.gr/el/lib/content/amea-atoma-me-idiateires-anages>.

Studies Advisor (fill accordingly)

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 Programs and Information on International Student Mobility

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

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

Connecting with the Job Market and Entrepreneurship

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

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

Student Associations

Various student clubs and associations are active within the community of 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 Program

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

Quality Assurance

The Athens University of Economics & Business implements a quality assurance policy to continuously improve the quality of its study programs, research activities and administrative services, and upgrade the academic and administrative processes and the University's operations. The Quality Assurance Unit (MODIP) operating at AUEB coordinates and supports evaluation processes. Particularly the quality assurance of the educational process is achieved using the module/teaching evaluation questionnaire completed by AUEB students. (<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>).