ΟΙΚΟΝΟΜΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY

ΟΠΑ AUEB mba international

STUDY GUIDE
ATHENS, FEBRUARY 2021

Contents

PART ONE

Information about the Institution……3

Academic Calendar…… 4

University Leaderships and Structure……5

Student Services and Facilities……6

PART TWO

Information about MBA International……9

Admissions Requirements……10

Course structure diagram……13

Description of Individual Course Units……15

1st semester courses……15

2nd semester courses……34

3rd semester courses……90

Graduation Projects……101

PART THREE

Information for the students……102

Meals……102

Medical Services……102

Student Financial Aid……102

Library and study Rooms……103

International Programs……103

Connections with the job Market & Entrepreneurship……104

Cultural Activities……105

Alumni Network……105

Education and lifelong Learning Center……105

PART I: INFORMATION ABOUT THE INSTITUTION

CONTACT DETAILS

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@aueb.gr

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

Twitter: https://twitter.com/aueb

Linkedin: https://www.linkedin.com/school/athens-university-of-economics-and-business/mycompany/

Youtube: https://www.youtube.com/channel/UCPncunqp3bMuAHHeCikhalg

Instagram: https://www.instagram.com/aueb.gr/

ACADEMIC AUTHORITIES

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

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

The organization and operation of the Institution is defined by the applicable law N.4485 / 2017 (Government Gazette 114 / 4-8-2017). The Athens University of Economics and Business is regulated and supervised by the Ministry of Education, Research and Religious Affairs.

SCHOOL OF BUSINESS
Dean: Professor George Siomkos

DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY
Head of the Department: Professor Nancy Pouloudi

MASTER IN BUSINESS ADMINISTRATION (MBA INTERNATIONAL)
Director: Professor Klas Eric Soderquist

MBA INTERNATIONAL

CONTACT DETAILS

Address: 47a Evelpidon Str, GR-113 62, Athens, Greece,
Tel: +30 210 82 03 659 – 662
Fax: +30 210 88 28 078
e-mail: imba@aueb.gr
Website: www.imba.aueb.gr
Facebook: https://www.facebook.com/iMBAaueb
Twitter: https://twitter.com/auebimba
Youtube: https://www.youtube.com/user/mbaInternationalAUEB
Linkedin: https://www.linkedin.com/groups/108831/
Instagram: https://www.instagram.com/imba.aueb/

ACADEMIC CALENDAR

Re-sit exam period September 2020

Start of Exams:	Monday, August 31, 2020
End of Exams:	Friday, September 5, 2020

FALL SEMESTER

1st period

Classes begin:	Monday, September 14, 2020
Classes end:	Saturday, October 31, 2020
Start of Exams:	Monday, November 2,2020
End of Exams:	Saturday, November 7,2020

2nd period

Classes begin:	Monday, November 9, 2020
Classes end:	Saturday, January 9, 2021
Start of Exams:	Monday, January 11,2021
End of Exams:	Saturday, January 16,2021

Holidays

October 28 Holiday - The Anniversary of the "No", Wednesday, October 28, 2020
The Anniversary of Polytechneio, Tuesday, November 17, 2020
Christmas Holiday: 23 December-05 Janurary,2021
Epiphany, Wednesday, January 6, 2021

SPRING SEMESTER

3rd period

Classes begin:	Monday, January 18, 2021
Classes end:	Saturday, March 6, 2021
Start of Exams:	Monday, March 8,2021
End of Exams:	Saturday, March 13,2021

4th period

Classes begin:	Tuesday, March 16, 2021
Classes end:	Saturday, May 15, 2021
Start of Exams:	Monday, May 17,2021
End of Exams:	Saturday, May 22,2021

5th period

Classes begin:	Tuesday, May 24, 2021
Classes end:	Saturday, July 09, 2021
Start of Exams:	Monday, July 11,2021
End of Exams:	Saturday, July 16,2021

Holidays

Clean Monday, Monday, March 15, 2021
Greek Independence Day, Thursday, March 25, 2021
Pentecost Monday, Monday, June 21, 2021

UNIVERSITY LEADERSHIP & STRUCTURE

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

THE SENATE

The **Senate** consists of:

- the Rector,
- the Vice-Rectors,
- the Deans of the Schools
- the Heads of the Departments
- one representative of undergraduate students, postgraduate students and doctoral candidates each
- one representative per category of staff: Special Educational Staff (EEP), Laboratory Teaching Staff (EDIP), Special Technical Laboratory Staff (ETEP) and administrative staff.

The **Senate** is the highest collective decision-making body of the University. It is comprised of the Rector, the Vice-Rectors, the Deans of the Schools, the Chairmen/Chairwomen of the Departments, students, teaching staff and administrative staff delegates.

SCHOOLS

The Athens University of Economics and Business consists of three Schools:

1. **SCHOOL OF ECONOMIC SCIENCES**, which supervises and coordinates the operation of the Department of International and European Economic Studies and the Department of Economics.
2. **SCHOOL OF BUSINESS**, which supervises and coordinates the operation of the Department of Management Science and Technology, the Department of Business Administration, the Department of Accounting and Finance and the Department of Marketing and Communication**.**
3. **SCHOOL OF INFORMATION SCIENCE AND TECHNOLOGY**, which supervises and coordinates the operation of the Departments of Informatics and the Department of Statistics.

According to Law 4485/2017 (Government Gazette 114 / 4-8-2017), each School is governed by the Dean of the School, the Dean's Council, and the School's General Assembly, while each Department is governed by the Department's Chairman and General Assembly.

DEPARTMENTS

The Department is the University's main educational and academic unit, which promotes science and knowledge development in the relevant academic field, organizes and delivers teaching and ensures continuous improvement in research and education. The Department consists of the Professors, Associate Professors, Assistant Professors, Lecturers, members of the Special Educational Staff (EEP), members of the Laboratory Teaching Staff (EDIP) and members of the Special Technical Laboratory Staff (ETEP).

The Departments of the Athens University of Economics and Business are:

1. International and European Economic Studies
2. Economics
3. Management Science and Technology
4. Business Administration
5. Accounting and Finance
6. Marketing and Communication
7. Informatics
8. Statistics

According to Law 4485/2017 (Government Gazette 114 / 4-8-2017), each Department is governed by the Department's Chairman and the General Assembly.

UNIVERSITY STAFF

The University staff consists of the following categories:

- TEACHING STAFF:

- The Faculty consisting of (a) Professors, (b) Associate Professors (c) Assistant Professors and (d) Lecturers.
- Special Educational Staff (E.E.P.).
- Laboratory Teaching Staff (E.DI.P.).
- Special Technical Laboratory Staff (E.T.E.P.).
- Auxiliary Teaching Staff (E.D.P.).
- Research Assistants.
- University Scholars.
- Special Assignment Teachers.

- **ADMINISTRATIVE STAFF**

STUDENT SERVICES & FACILITIES

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

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 scientific 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.

LIST OF DEGREE PROGRAMMES

Athens University of Economics and Business offers the following Degrees and streams:

A/A	DEPARTMENTS	SPECIALIZATIONS
1.	International and European Economic Studies	1. International Economics and Finance 2. International and European Political Economy
2.	Economics	1. Economic Theory and Policy 2. Business Economics and Finance 3. International and European Economics
3.	Management Science and Technology	1. Operations Research and Business Analytics 2. Operations and Supply Chain Management 3. Software and Data Analysis Technologies 4. Information Systems and Electronic Business 5. Strategy, Entrepreneurship and Human Resources
4.	Business Administration	1. Business Administration 2. Information Systems Management 3. Accounting and Financial Management 4. Marketing
5.	Accounting and Finance	1. Accounting 2. Finance
6.	Marketing and Communication	1. International Management, Innovation and Entrepreneurship 2. Human Resource Management 3. Business Analytics 4. Digital Marketing

7.	Informatics	1. Theoretical Computer Science 2. Computer Systems and Networks 3. Information Systems and Information Security 4. Databases and Knowledge Management 5. Operational Research and Economics of Information Technology 6. Computational Mathematics and Scientific Calculations
8.	Statistics	No specializations are offered

Detailed information about programs and curriculum is provided in each department's study guide and website.

ADMISSION/REGISTRATION PROCEDURE

Admission for undergraduate students to each department is accomplished through central University entrance exams (Pan-Hellenic examinations). The registration of the successful candidates of these exams, in the Schools and Departments of the University takes place in September on the platform of mandatory electronic registration, according to the guidelines of the Ministry of Education, Research and Religious Affairs.

MAIN UNIVERSITY REGULATIONS

The regulations include:

- The Internal Regulations for the Operation of the Institution
- The Organization of Administrative Services
- The Regulations for the Operation of Postgraduate and PhD Programs
- The Internal Regulation for postdoctoral research
- The Exam Guide

ECTS COORDINATOR OF THE UNIVERSITY

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 ABOUT MBA INTERNATIONAL (i-MBA)

SCHOOL OF BUSINESS

Dean: Professor George Siomkos

DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY

Head of the Department: Professor Nancy Pouloudi

MASTER IN BUSINESS ADMINISTRATION (MBA INTERNATIONAL)

Director: Professor Klas Eric Soderquist

CONTACT DETAILS

Address: 47a Evelpidon Str, GR-113 62, Athens, Greece,
Tel: +30 210 82 03 659 – 662
Fax: +30 210 88 28 078
e-mail: imba@aueb.gr
Website: www.imba.aueb.gr
Facebook: https://www.facebook.com/iMBAaueb
Twitter: https://twitter.com/auebimba
Youtube: https://www.youtube.com/user/mbaInternationalAUEB
Linkedin: https://www.linkedin.com/groups/108831/
Instagram: https://www.instagram.com/imba.aueb/

GENERAL DESCRIPTION

The MBA International (henceforth i-MBA) is offered by the Department of Management Science and Technology (DMST) with the collaboration of three other departments of AUEB (Department of Marketing & Communication, Department of Accounting & Finance and Department of Business Administration). The MBA International was initially offered in 1998 as the Decision Sciences Graduate programme (Government Gazette issue (FEK 1151/3.11.98), and it was officially launched as an MBA programme in June 2004 (Government Gazette issue (FEK)876/14.6.04). The programme is accredited by the Association of MBA's (AMBA) since 2005.

The i-MBA is a vibrant and innovative postgraduate program offering a personalized, technology-focused, and strongly networked educational experience that empowers the future of its graduates. Accredited by the Association of MBAs (AMBA) since 2005, and with graduates working across the globe, the program is highly reputed in the market both in Greece and internationally.

The i-MBA is managed by DMST and delivered in collaboration with the other three departments of the Business School of AUEB. Director of the program is Professor Eric Soderquist.

Focusing on the individual learner, the MBA International degree can be personalized and tailored to meet the specific needs and goals of each student. It offers a wide variety of learning opportunities including a rich portfolio of elective courses, optional Concentrations in the timeliest areas of business, gateways to a number of professional certifications, a Personal Skills Development program, several options for the graduation projects, career development activities, annual career fair, company days, and study trips.

The i-MBA develops executives with the knowledge, skills and confidence needed to analyze challenges and opportunities that lie ahead, and to formulate and implement innovative and effective strategies in times characterized by important technological, societal, and environmental shifts. The MBA International cultivates entrepreneurial capabilities and an international perspective and strengthens the interpersonal and leadership skills of its students.

The MBA International attracts students from over 20 countries. The international standing of the Program and its adherence to standards of excellence in curriculum, pedagogy, innovation, research, and relations with industry are reflected in the accreditation by the Association of MBAs (AMBA) and the Program's excellent positioning in international rankings, e.g., QS Global MBA Rankings, Eduniversal Best Masters Ranking).

In the i-MBA, students have the opportunity to compose their own flexible path by selecting from a portfolio over 20 elective courses, or follow one of the following Concentrations:

- Finance
- Marketing & Strategy
- International Business
- Innovation and Entrepreneurship
- Technology, Logistics & Operations

Towards the end of the studies, both Full-time and Part-time students take their final step towards graduation through the applied Immersion or Integrated Impact Project. These projects enable students to collaborate with companies and their peers on business issues that integrate several functional aspects and deliver results with impact beyond operational activities of the organization. The graduation project can also take the shape of an entrepreneurial project where the Program supports the growth and framing of innovative entrepreneurial ideas.

The Program awards a «Master in Business Administration».

ADMISSIONS REQUIREMENTS

During each academic year, the MBA programs publish their official announcement "Call for Applications" for the next academic year's admission through the program's and the University's website. The 'Call for Application' includes basic information about the program, the link through which candidates fill in and submit their application, the required documents to be delivered and the dates of the admission deadlines. Usually, the first deadline is around February-March and the second around May-June.

The procedures utilized in the admissions process are well structured, employ proven scientific methods and criteria and are characterized by the application of rigorous standards.

The admission requirements for the MBA International are the following:

- Online Application Form: A completed application form is mandatory. The application is completed online, through a specific link, which is published at the program's and the University's website no later than six months before the admissions deadline. The link and related information

are announced in the official announcement for the start of the admissions process each year, what is referred to as 'Call For Applications',

- Degree: The solid academic background of an applicant is carefully evaluated, as demonstrated by a university degree from a formally recognized Greek or foreign University. For non-Greek Bachelor's degrees, a recognition by the Hellenic National Academic Recognition Information Centre –DOATAP (Hellenic NARIC- ΔΟΑΤΑΠ)- is required.
- Foreign language requirement: All candidates are expected to be fluent in English. This is proven through the Proficiency Certificate of the English language, the TOEFL test (at least 79), the IELTS test (at least 6.5) or any test which is accepted for C2 "Excellent' level by the Supreme Council for Civil Personnel Selection of Greece (ASEP). For Chinese applicants with Chinese university degree the CET (College English Test) is also accepted. Candidates whose mother tongue is English, or who hold a fully English-taught degree (BSc or MSc) do not have to submit test results of English language. The candidates' level of verbal expression in the English language is also evaluated in the admission interviews, which are fully conducted in English.
- Work Experience / Managerial Potential: The program is designed to be a postgraduate degree, for high potential individuals, who have at least three years of post-graduate work experience. For the Part-Time program the desired post-graduate work experience is five years.
- Recommendation letters: Candidates are expected to submit two recommendation letters together with their application form, either from an employer, partner or client (in cases of self-employment) or by a faculty member from the candidate's alma mater.

Candidates must bring their completed Online Application Form printed and signed along with the below supporting material:

- Copy of all University degrees and transcripts. For non-Greek Bachelor's degrees, a recognition by the Hellenic National Academic Recognition Information Centre –DOATAP (Hellenic NARIC-ΔΟΑΤΑΠ)- is required. For non-Greek Bachelor or Master's degrees a certified copy is required.
- Original certified copy of English Proficiency according to the above.
- GMAT (optional, with a minimum score of 550).
- CV in English.
- Proof of the candidate's employment record.
- Two recommendation letters.
- Military Discharge Papers (if applicable).

LEARNING OUTCOMES (GRADUATE ATTRIBUTES) OF THE PROGRAM

The MBA International program's learning outcomes that should characterize all students as Graduate Attributes, upon completion of the program, are the following:

1. *Considering Business Situations Holistically.* To develop the ability to apprehend the integrated nature of how a business operates, evolves and interacts with its stakeholders. To understand a business as a system; how policies, strategy, structure, processes, technology, and people interact in order to achieve success. To act according to the highest ethical standards,

2. *Possessing Reflective and Critical Thinking Skills.* To possess a wide range of cognitive skills applicable in problem-solving, decision making and human interactions, that increase the probability of a desirable outcome and, at the same time, be able to step back and think about how business challenges –strategic, tactical, and operational- are solved and how a particular set of problem-solving strategies is appropriated for achieving a goal,
3. *Cultivating Entrepreneurial Thinking.* To be able to identify and seize opportunities in the marketplace, driven by the interplay between technology and socio-economic systems, take risks but manage them with discipline and have a strong desire to make a difference,
4. *Developing Leadership Talent*. To build the knowledge, skills and abilities that will allow individuals to perform effectively in leadership roles, facilitating the execution of the company's strategy and helping others to grow their capabilities,
5. *Possessing International Awareness.* To develop cross-cultural understanding (through knowledge of cultures, and global market, economic, social and political trends), so as to be able to recognize and embrace global diversity and lead and manage organizations in dynamically evolving international environments,
6. *Cultivating Team Working Skills and Abilities.* To have the ability to work together with others to achieve a common goal, through effective communication, information sharing, positive attitude, active listening and participation, mutual respect and support,
7. *Increasing Knowledge of Self; as Individual and Team Player.* To understand one's strengths, weaknesses and limitations at the personal, inter-personal and organizational levels, to realize how these impact on the tasks and performance of oneself and others, and to leverage all of them to achieve personal and organizational goals,
8. *Possessing Analytical Capability*. To be able to take a step-by-step approach to break down complex problems into single and manageable components, by gathering relevant information and identifying key issues related to this information, comparing sets of data from different sources, identify possible cause and effect patterns, and draw appropriate conclusions in order to arrive at appropriate solutions and decisions.

ACCESS TO FURTHER STUDIES

Access to Doctoral program, pursuing research in the areas of Information Systems, Innovation and Knowledge Management, Logistics & Transport, e-Business, m-Business, Financial Engineering, Software Engineering etc.

COURSE STRUCTURE DIAGRAM WITH CREDITS (see next page)

Period 1 September-November	Period 2 November-January	Period 3 January-March	Period 4 March-May	Period 5 May-July
MBA International CORE Courses per period FULL TIME* (All core courses are 2 Academic Credits and 5 ECTS, unless other indicated. PSD is 2 Academic Credits and 4 ECTS)				
Accounting & Financial Reporting	Financial Management	Data, Models & Decisions	Business Strategy & Ethics (3 Academic Credits)	Entrepreneurship & Business Planning
Marketing Management	Information Systems Management	*+ Electives*	Personal Skills Development II &III	*+ Electives*
Managing People & Operations (3 Academic Credits)			*+ Electives*	
	Personal Skills Development I			
Year 1 Above. Year 1.5 Below				
Managerial Economics				
International Business				
Immersion Project until Mid-December.				
MBA International CORE Courses per period PART TIME* (All core courses are 2 Academic Credits and 5 ECTS, unless other indicated. PSD is 2 Academic Credits and 2 ECTS)				
Accounting & Financial Reporting	Financial Management	Managerial Economics	Data, Models & Decisions	Marketing Management
Organiz. Behavior & HRM (3 ECTS)	Operations Management	Information Systems Management	Personal Skills Development II &III	*+ Electives*
	Personal Skills Development I	*+ Electives*	*+ Electives*	
Year 1 Above. Year 2 and 2.5 Below.				
Business Strategy	Business Ethics & Corporate Governance (3 ECTS)	*Electives*	*Electives*	*Electives*
International Business	Entrepreneurship & Business Planning			Integrated Impact Project until end October year 2.5.
MBA International ELECTIVE Courses per period, FT and PT* (1 or 2 Academic Credits as below. 1-Credit Electives are 2 ECTS, 2-Credit Electives are 4 ECTS)				
		Investment Analysis (2)	Geopolitics & Business (2)	Mergers & Acquisitions (1)
		Corporate Finance (2)	Financial Risk Management (2)	Project Finance (1)
		Global Supply Chain Management (2)	Market Research (2)	Business-to-Business Marketing (1)
		Managerial Accounting (2)	Topaz Simulation Game (1)	Consumer Behavior (2)
		Global Sustainability Strategies & Reporting (2)	Entrepreneurship & Sustainable Energy (2)	International Marketing (1)
		Innovation, Creativity & Management of Technology (2)	Management of Change & Restructuring (2)	International Negotiations (2)
		Strategic Restructuring in the Healthcare & Life Science Sector (2)	Managing Digital Organizations (1)	Energy Economics & Management (2)
				Network Analysis for Managers & Analysts (1)
				Project Management (2)
For completion of the program, Full Time and Part Time, a total of 42 Academic Credits and 90 ECTS is required.				

REQUIREMENTS FOR THE AWARD OF THE MBA DEGREE

Students of the MBA International must complete 90 ECTS (42 academic credits). Full time students have to successfully complete 38 academic credits (82 ECTS) from courses and 4 credits (8 ECTS) from the Immersion Project while Part Time students have to complete 40 academic credits from courses (86 ECTS) and 2 credits (4 ECTS) from Integrated Impact Project.

ASSESSMENT REGULATIONS

The MBA International aim utilizes a mix of assessment methods, which is applied in most of the courses. Use of multiple assessment methods, blending assessment of individual knowledge / skills and evaluation of team efforts -collaboration processes and collectively produced outcomes- allows instructors to evaluate more effectively the degree of students' comprehension of the course content and the level of accomplishment of the course learning objectives. The most common assessment methods include the traditional written exams, group or individual assignments and class participation.

The role of individual written exams is instrumental for assessing individual student performance and ensuring the highest possible quality of the awarded grade of "Master in Business Administration".

ECTS COORDINATOR OF THE MBA INTERNATIONAL

All decisions regarding ECTS coordination and compliance with the principles and rules of the European credit accumulation and transfer systems, implementation and supervision for the full recognition and transfer of credit units are taken by the Director and the Interdepartmental Steering Committee of the Program.

DESCRIPTION OF INDIVIDUAL COURSE UNITS

- **1st Semester -1st Period**

Full Time Cohort

Code:bm85101f

ACCOUNTING & FINANCIAL REPORTING

Core Course, Master's Level

Year of Study: 1st year Full Time.

Semester and Period: First semester, Period September-November.

Instructor:

- Emmanouil Dedoulis, Associate Professor, AUEB.

Tel: 210 8203453, e-mail: ededoulis@aueb.gr, Office: Patision 80, 4th floor.

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

Accounting & Financial Reporting is a course about accounting to a firm's external constituencies for people who intend to become managers. It will also be of interest to anyone who wants to be able to assess a company's performance. Although it is not intended as a course for people who want to become accountants, they will also benefit because it improves their understanding of how accounting concepts are perceived by managers.

During the course we will focus on how financial accounting systems work. Among the topics to be covered are the financial statements, and how are assets, liabilities and equity measured and reported.

Accounting & Financial Reporting is the first course in accounting for most of you. For this reason, the two basic objectives of the course are:

1. To make clear the way in which accounting is an information development and communication function.

2. To prepare students to obtain additional knowledge and to facilitate subsequent learning, even if you take no additional work in accounting or related disciplines.

II. Objectives of the Course - Learning Outcomes

After successfully completing the course, students will:

- Be familiar with published financial statements, their format and comprehend the jargon that is found in them.
- Understand the conceptual framework and, to a limited extent, the limitations enshrined in law which determine how accounting is carried out in organizations.
- Understand the basic rules for the preparation of financial statements and apply them in basic reporting situations.

- Be able to use these statements in making basic decisions about an organization and evaluating its performance.
- Be ready to take further coursework in accounting and related fields.

III. Teaching Methods

The course's content will be presented using a mixture of lectures, an extensive number of short cases-problems, group analysis of problems and case assignments.

IV. Course Evaluation – Assessment Methods

There will be one final exam, counting for 100% of your grade. The exam will be closed book, although you will be allowed to bring in an A4 page of HANDWRITTEN notes in the exam room. However, programmable calculators or mobile phones will not be allowed for use during exams. The final exam will assess student's ability to use the financial statements and related information in making basic decisions about an organization and evaluating its performance.

V. Language of Instruction:

English

MARKETING MANAGEMENT

Core Course, Master's Level

Year of Study: 1st year Full Time.

Semester and Period: 1st semester, Period September – November.

Instructor:

- Kostis Indounas, Associate Professor, AUEB.

Tel: 210 8203 487, e-mail: indounas@aueb.gr, Office: 2, Troias St., 5th floor, Office 507.

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

Targeted to an audience that has little or no marketing background, the course aims to make participants familiar with the marketing concepts, frameworks, methodologies, and tools in order to understand how key marketing decisions are made.

II. Objectives of the Course - Learning Outcomes

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

Understand the role of marketing orientation within an organization and the stages of the marketing planning process. Effectively use those tools that help an organization to examine the environment market in which it operates and analyze each one of the components of marketing strategy.

III. Teaching Methods

The teaching methods that will be used are the following:

- Lectures that necessitate the active participation and interaction of students.
- Case studies that will be discussed within the class.
- Group projects (assignments) by students.

IV. Course Evaluation – Assessment Methods

- Exam: 70% of the final grade (individual). Final exam assesses students' ability to have acquired a profound understanding of all learning outcomes.
- Assignment: 30% of the final work (teamwork). This element assesses students' ability to understand the stages of the marketing planning process and analyze each one of the components of the marketing strategy.

VIII. Language of Instruction

English

MANAGING PEOPLE AND OPERATIONS

Core Course, Master's Level

Year of Study: 1st year Full Time.

Semester and Period: First semester, Period September-January.

Instructors:

- Eleanna Galanaki, Assistant Professor of Organizational Behavior. Tel: 210 8203 473, E-mail: eleanag@aueb.gr.
- Eric Soderquist, Professor of Innovation & Knowledge Management. Tel: 210 8203 679, E-mail: soderq@aueb.gr
- Dimitris Zissis, Assistant Professor of Operations Management, University of East Anglia, Norwich Business School. E-mail: dzisis@aueb.gr

  Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

People management deals with the study of psychological and behavioral principles and their application to individuals and groups within organizations. Operations management deals with the design, analysis, optimization and functional control of production and service provisioning systems. Because work within organizations is accomplished by and through people, in operations that materialize the objectives, strategies and tactics in terms of products and services provided/produced and delivered, these topics are strongly intertwined.

The first part of the course will focus on analyzing and understanding factors that impact the behavior of individuals and groups, and on applications that develop your personal effectiveness. The course also aims at familiarizing students with the wider context of Human Resource Management (HRM).

The second part of the course analyses the various components, sub-systems and functions of a production or service provisioning system. Students will gain knowledge about the problems arising during their design and running, and how these problems can be addressed through strategic choices, specific methods, and analytical techniques. Emphasis is placed on Operations Strategy, Product/Service/Process Design, Facility Location, Capacity Planning, Supply Chain and Inventory Management.

II. Objectives of the Course - Learning Outcomes

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

- Understand the fundamentals of people management and consequently be able to manage themselves and others more effectively at work.
- Understand their role as future managers in developing and implementing HR practices.
- Understand the functions and importance of human resource management practices.
- 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.
- Design appropriate supply chain strategies for products/services with distinct characteristics of demand and supply,
- Apply a variety of tools and techniques to evaluate and improve supply chain performance.

III. Teaching Methods

Lecturing will be supported by using a blend of lectures, case studies, guest speakers, simulation games and tutorials.

Besides attendance, there are certain behavioral expectations for appropriate conduct within the class. Tardiness and early departures are frowned upon as they disrupt the flow of the class. If you must leave the class early for some exceptional reason, then please inform the instructor at the start of class. You are strongly advised to come prepared for the class by having read the material (e.g., case studies and articles) assigned for the class ahead of time.

IV. Course Evaluation – Assessment Methods

The course is evaluated through **two individual written exams**, corresponding to 50% each of the final total grade. The first exam, covering the "Managing People" part will take place in the exam week of period 1. The second exam, covering the "Managing Operations" part will take place in the exam week of period 2.

The Managing People exam consists of short-answer questions, case analysis, and short essays or a combination of them. The content of the exams will be based on the text, course objectives, class discussion, supplemental readings, assignments, and exercises. The exams will require students to apply course concepts to real and simulated business situations.

The Managing Operations exam comprises multiple choice questions, inventory management problems and situational reflection questions based on readings.

One **bonus point task** in groups of 2-3 (MAX 3) students can also be undertaken voluntarily. It counts for +0.5 / 10 points (pass the +0.5 points or fail them) on top of the points in the final exam for each part. This task is announced in the first lecture of each part.

V. Language of Instruction

English

Part Time Cohort

ACCOUNTING & FINANCIAL REPORTING

Core Course, Master's Level

Year of Study: 1st year Part Time.

Semester and Period: First semester, Period September-November.

Instructor:

- Apostolos Ballas, Professor, AUEB.

Tel: 210 8203 512, e-mail: aballas@aueb.gr , Office: BAVAL, 2nd floor, Troias Building.

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

Accounting & Financial Reporting is a course about accounting to a firm's external constituencies for people who intend to become managers. It will also be of interest to anyone who wants to be able to assess a company's performance. Although it is not intended as a course for people who want to become accountants, they will also benefit because it improves their understanding of how accounting concepts are perceived by managers.

During the course we will focus on how financial accounting systems work. Among the topics to be covered are the financial statements, and how are assets, liabilities and equity measured and reported.

Accounting & Financial Reporting is the first course in accounting for most of you. For this reason, the two basic objectives of the course are:

1. To make clear the way in which accounting is an information development and communication function.

2. To prepare students to obtain additional knowledge and to facilitate subsequent learning, even if you take no additional work in accounting or related disciplines.

II. Objectives of the Course - Learning Outcomes

After successfully completing the course, students will:

- Be familiar with published financial statements, their format and comprehend the jargon that is found in them.
- Understand the conceptual framework and, to a limited extent, the limitations enshrined in law which determine how accounting is carried out in organizations.
- Understand the basic rules for the preparation of financial statements and apply them in basic reporting situations.
- Be able to use these statements in making basic decisions about an organization and evaluating its performance.
- Be ready to take further coursework in accounting and related fields.

III. Teaching Methods

The course's content will be presented using a mixture of lectures, an extensive number of short cases-problems, group analysis of problems and case assignments.

IV. Course Evaluation – Assessment Methods

There will be one final exam, counting for 100% of your grade. The exam will be closed book, although you will be allowed to bring in an A4 page of HANDWRITTEN notes in the exam room. However, programmable calculators or mobile phones will not be allowed for use during exams. The final exam will assess student's ability to use the financial statements and related information in making basic decisions about an organization and evaluating its performance.

V. Language of Instruction:

English

ORGANIZATIONAL BEHAVIOR & HUMAN RESOURCE MANAGEMENT

Core Course, Master's Level

Year of Study: 1st year Part Time.

Semester and Period: First semester, Period September-November.

Instructors:

- Ioannis Nikolaou, Associate Professor, Department of Management Science and Technology, AUEB, email: inikol@aueb.gr
- Maria Vakola, Associate Professor, Department of Marketing and Communication, AUEB, email: mvakola@aueb.gr

  Office hours: Before or after class with any questions / problems or make an appointment via e-mail

I. Course Overview

People management deals with the study of psychological and behavioral principles and their application to individuals and groups within organizations. Because work within organizations is accomplished by and through people, we will focus on analyzing and understanding factors that impact the behavior of individuals and groups, and on applications that develop your personal effectiveness. The course also aims at familiarizing students with the wider context of Human Resource Management (HRM). The subjects covered throughout the lectures will introduce students to the current way of managing employees in modern organizations, with particular reference to the international organization.

The general objectives of the course are to:

- Help students understand organizational behavior and consequently be able to more effectively manage themselves and others at work.
- Develop an appreciation of the importance of the human resources in the success of contemporary organizations.
- Explain the changing nature of the HRM function in the modern organizational that shifts away from traditional functional and hierarchical management structures toward process-based forms.
- Evaluate the role of HRM in supporting organizational strategy in the contemporary environment.
- Assess HRM practices and current trends in the international context.
- Understand their role as future managers in developing and implementing HR practices.
- Provide the most up-to-date, relevant, and applicable information available in the field.

II. Objectives of the Course - Learning Outcomes

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

1. Understand organizational behavior and consequently be able to more effectively manage themselves and others at work.
2. Understand their role as future managers in developing and implementing HR practices.
3. Understand the functions and importance of human resource management practices.
4. Understand the special role of interviewing candidates successfully and also assessing employees' performance adequately.

5. Understand their role as mentors in developing their future-current subordinates.

III. Teaching Methods

This class is going to be based on the textbook, in-class discussions, lectures, case studies, guest talks and videos. Attendance to class is mandatory as there is material discussed in class that is not in the textbook. All material will be considered for the final exam.

Aside from attendance, there are certain behavioral expectations for appropriate conduct within the class. Tardiness and early departures are frowned upon as they disrupt the flow of the class. If you must leave the class early, then please inform me at the start of class. You are strongly advised to come prepared for the class by having read the material (especially the HBR case studies and articles) assigned for the class ahead of time.

IV. Course Evaluation

Deliverable	*Due Dates*	*Points (Out of 100)*
Group assignment (2-3 students max.)	Exam day	*30*
Final Exam		*70*
Credit for participation in research (optional)		*10*

1. **Group assignment: 30%.** Group assignment assesses students' ability to identify and suggest solutions of a real-life OB/HRM related problem.

Prepare and submit a report describing a real-life organizational problem (related to our course) you face **as a HR department or as line manager**. Your report should include a detailed description of the problem, the issues involved, the potential stakeholders and the solutions/proposals you suggest. Be realistic and work with normal organizational constraints (4000-5000 words). Late submissions are not accepted.

2. **Final Exam: 70%.** Final exam assesses students' overall understanding of OB/HRM key issues and topics.

The final exam is a closed-book examination and will consist of a combination of short answer questions, multiple choices, case analyses, and/or short essays or a combination of them. The content of the exams will be based on the presentations, textbook, course objectives, class discussion, supplemental readings, assignments, exercises, and videos discussed in class. You are expected to take the examinations when scheduled.

3. Participation in research activity – data collection. (optional): +10 points. More information will be provided in due course.

V. Language of Instruction:

English

- **1st Semester -2nd Period**

Full Time Cohort

Financial Management

Core Course, Master's Level

Year of Study: 1st year Full Time.

Semester and Period: First semester, Period November-January.

Instructor:

- George Dotsis, Assistant Professor, National and Kapodistrian University of Athens, email: georgedotsis@aueb.gr

Office hours: Make an appointment via e-mail

I. Course Overview

Financial decisions are of fundamental importance for modern economies and have significant explicit or implicit influence on both corporations and private investors. Finance has now become one of the most successful and active fields of research and application in management and economics. The theoretical basis of finance is strongly diverse integrating fields such as microeconomics, macroeconomics, accounting, mathematics, statistics, operational research, information technology, decision sciences, etc. This course aims at introducing students to the theory and practice of financial management. At the same time, it will present the necessary knowledge and tools for solving specific practical problems. It deals with the three key decisions in corporate finance concerning: Investments, Financing and Dividends. The presentation is focused on developed markets, such as those of US and Europe, but reference is also made to emerging markets and the Greek markets.

II. Objectives of the Course - Learning Outcomes

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

- Know the basic financial management issues and decisions and how to address them.
- Identify the return on an investment and calculate present values and future values of series of cash flows.
- Know how interest rates are quoted and how should be used.
- Appreciate the risk-return trade-off.
- Evaluate capital investment projects using different methodologies.
- Assess the value of listed and unlisted companies.
- Understand the advantages and disadvantages of using different forms of equity and debt.

VI. Teaching Methods

The pedagogy of the course will typically comprise a mixture of a formal lecture component, general discussions, problem solving and mini case solving. The course consists of lectures where the basic concepts are introduced and explained and exercise classes where the students have the possibility to gain a deeper understanding of the concepts as well as practical knowledge of the methods presented in the lectures. Exercises and additional materials for discussion for the exercise classes will be made available in advance and the students are expected to actively participate in class. In addition to the hours of class time you are expected to devote at least twice this amount of time in private and group study of course material. Preparation of the exam will involve additional time in private and group study.

IV. Course Evaluation – Assessment Methods

Evaluation will be based on a written team assignment (15%) and a final exam (85%). The written assignment will be uploaded to the class of the course. The deadline will be announced during the course.

Final exam assesses the following learning outcomes: (1) Know how interest rates are quoted and how should be used, (2) Appreciate the risk-return trade-off, (3) Evaluate capital investment projects using different methodologies, (4) Assess the value of listed and unlisted companies, (5) Understand the advantages and disadvantages of using different forms of equity and debt.

Team based project (15%) to assess the following learning outcomes: (1) Know the basic financial management issues and decisions and how to address them, (2) Appreciate the risk-return trade-off, (2) Understand the advantages and disadvantages of using different forms of equity and debt.

V. Language of Instruction

English

Information Systems Management

Core Course, Master's Level

Year of Study: 1st year Full Time.

Semester and Period: First semester, September-November.

Instructors:

- Angeliki Poulymenakou, Associate Professor, AUEB.

Tel: 210 8203 464, e-mail: akp@aueb.gr, Office: 12, Derigny Str., 7th Floor.

Office Hours: Please contact by e-mail for making appointment.

- Chris Lazaris, Laboratory Teaching Faculty, AUEB

Tel: 210 8203 370, e-mail: lazaris@aueb.gr, Office: 80 Patission Street, 2nd floor.

Office Hours: Please contact by e-mail for making appointment

---

I. Course Overview

Companies and organizations operating in today's economic and social environment cannot afford to ignore information and communication technology (ICT). If they do, they risk ignoring a force that may improve productivity, broaden their market, increase profits, allow the introduction of new products/services or, conversely, endanger 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 or provide sophisticated support to decision making; they can even enhance the design of business processes. 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 technology 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 of the importance of information systems in the modern business environment from the perspective of management - so that the management makes the right decisions on issues relating to information systems. The course does not focus on technical matters (it is assumed that the student is familiar with basic concepts of Information Technology) but, mainly, on issues of information systems integration within the organization, information systems utilization according to the organization's capabilities and its implications on processes and individuals, as well as information resources management.

More specifically the course consists of four main sections:

- **The importance of information systems for organizations:** principles of information systems management, strategic information systems, business process reengineering and information systems.

- **The use of information systems in various aspects of organizational work:** decisions support systems, transaction processing systems, data and knowledge management, integrated systems (ERP).
- **Network dimensions and information systems:** Internet, Collaborative systems, Electronic Commerce, Electronic Business, and Digital Innovation.
- **Information Resources Management including**: information systems planning, financial management of information systems, information systems development, managing the information systems department.

II. Objectives of the Course – Learning Outcomes

The students taking this course should be able to:

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

III. Teaching Methods

The course is taught in lecture format and illustrates key concepts by using interactive case-based teaching and class discussions to help students gain insights of how information systems can be used and managed within corporations.

IV. Course Evaluation – Assessment Methods

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

- Salesforce Trailhead evaluation and performance (10%). The students will have to complete hands-on assignments and projects that involve real-life business scenarios on a CRM platform and are available at:

  https://trailhead.salesforce.com/users/lazaris/trailmixes/international-mba-ft-trailmix
- A case study-based final written exam (90%). This assesses the ability to (a) possess the necessary conceptual background in order to understand the issues management faces in relation to information systems, and (b) identify the main functions of information systems management, and the basic theoretic and applied models that help the management of the IS function.

V. Language of Instruction

English

Part Time Cohort

Financial Management

Core Course, Master's Level

Year of Study: 1st year Part Time.

Semester and Period: First semester, Period November-January.

Instructor:

- Dimitris Psychoyios, Associate Professor, UNIPI, email: dpsycho@aueb.gr

Office hours: Make an appointment via e-mail

I. Course Overview

Financial decisions are of fundamental importance for modern economies and have significant explicit or implicit influence on both corporations and private investors. Finance has now become one of the most successful and active fields of research and application in management and economics. The theoretical basis of finance is strongly diverse integrating fields such as microeconomics, macroeconomics, accounting, mathematics, statistics, operational research, information technology, decision sciences, etc. This course aims at introducing students to the theory and practice of financial management. At the same time, it will present the necessary knowledge and tools for solving specific practical problems. It deals with the three key decisions in corporate finance concerning: Investments, Financing and Dividends. The presentation is focused on developed markets, such as those of US and Europe, but reference is also made to emerging markets and the Greek markets.

II. Objectives of the Course - Learning Outcomes

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

- Know the basic financial management issues and decisions and how to address them.
- Identify the return on an investment and calculate present values and future values of series of cash flows.
- Know how interest rates are quoted and how should be used.
- Appreciate the risk-return trade-off.
- Evaluate capital investment projects using different methodologies.
- Assess the value of listed and unlisted companies.
- Understand the advantages and disadvantages of using different forms of equity and debt.

III. Teaching Methods

The pedagogy of the course will typically comprise a mixture of a formal lecture component, general discussions, problem solving and mini case solving. The course consists of lectures where the basic concepts are introduced and explained and exercise classes where the students have the possibility to gain a deeper understanding of the concepts as well as practical knowledge of the methods presented in the lectures. Exercises and additional materials for discussion for the exercise classes will be made available in advance and the students are expected to actively participate in class. In addition to the hours of class time you are expected to devote at least twice this amount of time in private and group study of course material. Preparation of the exam will involve additional time in private and group study.

IV. Course Evaluation – Assessment Methods

Evaluation will be based on a written team assignment (15%) and a final exam (85%). The written assignment will be uploaded to the class of the course. The deadline will be announced during the course.

Final exam assesses the following learning outcomes: (1) Know how interest rates are quoted and how should be used, (2) Appreciate the risk-return trade-off, (3) Evaluate capital investment projects using different methodologies, (4) Assess the value of listed and unlisted companies, (5) Understand the advantages and disadvantages of using different forms of equity and debt.

Team based project (15%) to assess the following learning outcomes: (1) Know the basic financial management issues and decisions and how to address them, (2) Appreciate the risk-return trade-off, (2) Understand the advantages and disadvantages of using different forms of equity and debt.

V. Language of Instruction

English

OPERATIONS MANAGEMENT

Core Course, Master's Level

Year of Study: 1st year Part Time.

Semester and Period: First semester, Period November-January.

Instructors:

- Eric Soderquist, Professor of Innovation & Knowledge Management, AUEB Tel: 210 8203 679, E-mail: soderq@aueb.gr
- Dimitris Zissis, Assistant Professor of Operations Management, University of East Anglia, Norwich Business School. E-mail: dzisis@aueb.gr

---

I. Course Overview

This course introduces students to the design, analysis, optimization and functional control of operations -production and service provisioning systems- in both industrial and service companies. It highlights the 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, Supply Chain and Inventory Management. The course aims at providing a comprehensive perspective of most aspects of Operations Management and presenting an overview of the main managerial techniques that are used by today's enterprises in managing their operations.

II. Objectives of the Course - Learning Outcomes

After 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,

- Design appropriate supply chain strategies for products/services with distinct characteristics of demand and supply,
- Apply a variety of tools and techniques to evaluate and improve supply chain performance.

III. Teaching Methods

Lecturing will be supported by using a blend of lectures, case studies, simulation games and tutorials.

IV. Course Evaluation – Assessment Methods

The course is evaluated through one final individual written exam. The exam comprises multiple choice questions, short calculation questions and situational reflection questions.

It thus assesses, 1) the understanding and ability to apply the qualitative and quantitative methods taught in the course in various areas of operations management, and 2) the understanding of operations management's wider role in organization, strategy and for productivity and competitiveness.

One **bonus point task** in pre-defined groups of 4 students can also be undertaken voluntarily. It counts for +0.5 / 10 points (pass the +0.5 points or fail them) on top of the points in the final exam. This task is announced in the first lecture.

V. Language of Instruction

English

PERSONAL SKILLS DEVELOPMENT

Compulsory Seminar Course, Master's Level

Year of Study: 1st year Full Time and 1st year Part Time

Semester and Period: First and Second Semester, Periods Nov-Jan, March-May.

Instructors:

- Part 1: Costas Simatos, Visiting Lecturer, e-mail: cozzymatos@hotmail.com
- Part 2: Loukianos Korovesis, Visiting Lecturer, e-mail: lkorovesis@gmail.com
- Part 3: Ioanna Kinti, Visiting Professor, e-mail: ikinti@aueb.gr.

Course Coordinator: Eric Soderquist, Professor, AUEB, Tel: 210 8203 679, e-mail: soderq@aueb.gr

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The Personal Skills Development (PSD) course Full Time is a compulsory course delivered in four different parts, over five periods. The course is pass or fail (not graded on the scale 1-10). All students must attend and completes assigned exercises and other class work to pass.

Part 1 "Effective Communication" focuses on the understanding of different forms of communication and how, most effectively, they can be used in organizations to convey information, build arguments, convince and lead people, and exercise leadership, including transformation and change.

Part 2 "Personal Branding & Networking" focuses on how to make the best possible impact on others, through better self-knowledge, and cultivation of one's personal brand and network.

Part 3, "Developing Leadership Skills and Leadership Self-Awareness" is designed to actively engage participants into the theory and practice of Leadership and Leadership Skills.

Part 4, "Career Coaching" is designed to provide individualized career counselling and coaching, based on individual face-to-face meetings, CV, motivation letter and career prospecting workshops.

II. Objectives of the Course - Learning Outcomes

After completing the course students will:

- Understand different types of communication and use them effectively in organizations,
- Be able to select and develop appropriate communication strategies and plans in different contexts,
- Understand how they see themselves and how others see them in professional situations and encounters and based on this enhance their individual and social capital,
- Understand the complex aspects of effective leadership, based on knowledge of the pros and cons and processes of different leadership styles,

- Be able to understand weaknesses and develop strengths in their leadership performance in relation to their professional context,
- Have developed their individual career plan for optimized job search and career development,
- Possess a better knowledge of themselves as individuals, team players, managers and leaders in organizations.

III. Language of Instruction

English

- **2nd Semester - 3rd Period**

Full Time Cohort

DATA, MODELS AND DECISIONS

Core Course, Master's Level

Year of Study: 1st year Full Time.

Semester and Period: Second semester, Period January-March.

Instructors:

- Panagiotis Repoussis, Professor, AUEB, e-mail: prepousi@aueb.gr
- Amalia Nikolopoulou, Visiting Faculty, AUEB, e-mail: anikolop@aueb.gr

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

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

II. Objectives of the Course - Learning Outcomes

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

- Develop computational skills in management consulting fundamentals.
- Select the appropriate model and method that they should apply, according to the computational nature of the problem and the available data.
- Specify the mathematical model that would be more useful in understanding better a problem.
- Analyze alternative scenaria and examine the sensitivity of key strategy parameters to external factors.
- Construct decision trees to make decisions in an environment under risk.
- Design effective computational strategies for solving both complex and realistic size business applications.

III. Teaching Methods

The course is taught in lecture format and illustrates key concepts by using case-based teaching, examples, class-exercises, assignments, and Lab-based tutorials.

IV. Course Evaluation – Assessment Methods

Final Exam: 100%, ***or*** Final Exam: 80% - Assignment (optional): 20%

VIII. Language of Instruction

English

Part Time

INFORMATION SYSTEMS MANAGEMENT

Core Course, Master's Level

Year of Study: 1st year Part Time.

Semester and Period: Second semester, Period January –March.

Instructors:

- Nancy Pouloudi, Professor, AUEB.

Tel: 210 8203 687, e-mail: pouloudi@aueb.gr, Office: 47 Evelpidon Street, 9th floor, Office 907.

Office Hours: Please contact by e-mail for making appointment.

- Chris Lazaris, Laboratory Teaching Faculty, AUEB

Tel: 210 8203 370, e-mail: lazaris@aueb.gr, Office: 80 Patission Street, 2th floor.

Office Hours: Please contact by e-mail for making appointment

---

I. Course Overview

Companies and organizations operating in today's economic and social environment cannot afford to ignore information and communication technology (ICT). If they do, they risk ignoring a force that may improve productivity, broaden their market, increase profits, allow the introduction of new products/services or, conversely, endanger 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 or provide sophisticated support to decision making; they can even enhance the design of business processes. 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 of the importance of information systems and digital technologies in the modern business environment from the perspective of management - so that the management makes the right decisions on issues relating to information systems. The course does not focus on technical matters (it is assumed that the student is familiar with basic concepts of Information Technology) but, mainly, on issues of information systems integration within the organization, information systems utilization according to the organization's capabilities and its implications on processes and individuals, as well as information resources management.

II. Objectives of the Course – Learning Outcomes

The students taking this course should be able to:

1. Understand the basic dimensions of the usage of information systems and digital technologies in organizations and the main issues related with its effective utilization.
2. Obtain the necessary conceptual background in order to understand the issues management faces in relation to information systems and digital technologies.
3. Identify the main functions of information systems management, and the basic theoretic and applied models that help the management of the IS function.
4. Make an overall evaluation of information systems status within an organization and suggest an integrated plan of action from a general management perspective.
5. Identify the basic building blocks and critical success factors for digital entrepreneurship.

III. Teaching Methods

The course is taught in lecture format and illustrates key concepts by using case-based teaching, invited speakers and class discussions to help students gain insights of how information systems can be used and managed within corporations.

IV. Course Evaluation – Assessment Methods

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

- Salesforce Trailhead evaluation and performance (20%).
- A case-based final written exam (80%).

V. Language of Instruction

English

MANAGERIAL ECONOMICS

Core Course, Master's Level

Year of Study: 1st year Part Time.

Semester and Period: Second semester, Period January – March.

Instructor:

- Stella Tsani, Assistant Professor, University of Ioannina, e-mail: stellatsani@aueb.gr

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The course is designed to provide a comprehensive overview and analysis of the economic principles and methodologies essential to decision making and firm management. The course introduces the application of the economic concepts and analysis to the problems of rational managerial decision making. The course brings economic theory in practice through a managerial perspective. Topics covered include demand, supply, pricing and production decisions, market structure, strategic interaction and strategic decisions, business practices such as price discrimination and mergers and acquisitions, strategic behavior and performance of firms in a variety of market and non-market environments and socio-economic considerations such as sustainability and resilience in times of crisis. Upon completion students should be able to understand how markets operate and how market powers impact on firm decision making and strategic planning. The course complements further studies in management, accounting, finance and marketing.

II. Objectives of the Course - Learning Outcomes

After successfully completing the course, students will:

- Apply economic tools for business decision making in modern economic environments.
- Understand the concepts of demand and supply in the market operations and the importance of equilibrium to efficient allocation of resources.
- Understand and critically assess the concept of market efficiency.
- Apply techniques for efficiency assessment and achievement in business operations and decision making.
- Apply economic analysis to optimize business decision making in real world environments.
- Conceptualize and analyze production costs and their impact on firm's decisions.
- Understand the different market types (perfect competition, monopoly, oligopoly) and how price, output and profits are determined in each case.
- Understand different business practices such as price discrimination & mergers and acquisitions.
- Understand the reasons and the consequences of government intervention in the market.
- Understand the concepts of externalities and public goods and their importance to firms.
- Understand and analyze consumer and producer behavior.

- Apply modern tools for decision making and strategy analysis.
- Understand and critically evaluate firm strategic options in a changing socio-economic environment.
- Understand and apply sustainable development approaches and strategies in firm decision making.

III. Teaching Methods

The module develops in lectures, case studies' analysis and class presentations. Students are expected to be prepared and actively participate in class and to engage in discussions.

IV. Course Evaluation – Assessment Methods

- Module project: 40% of final grade
- Final written exam: 60% of final grade

V. Language of Instruction

English

Electives:

INVESTMENT ANALYSIS

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period January – March.

Instructor:

- Manolis G. Kavussanos, Professor, AUEB, Tel: 210-8203 167, Email: mkavus@aueb.gr

Office: 5th floor, Antoniadou Wing, 76 Patission St., Athens

Office Hours: Appointment through email

I. Course Overview

The aim of the course unit is to describe the principles of investments' management, the theoretical and practical aspects of risk and return measurement for individual securities and for portfolios of investments, the concepts of diversification, of portfolio selection, the construction and evaluation of portfolios as well as equilibrium models of asset prices, against which market prices of securities are compared, and the international investment environment.

The specific educational objectives of the course unit are:

- To introduce students to the nature and role of portfolio theory in investment analysis
- To familiarize students with the portfolio selection and management process
- To examine recent developments in the theory and practice of portfolio management

Moreover, the course will make it possible for participants to acquire an understanding of portfolio risk and return characteristics, use of diversification for risk reduction, determination of efficient and optimal portfolios with and without short-selling restrictions, evaluation of portfolio performance and role of asset pricing models for pricing securities. This will make it possible for participants to seek positions in asset management, and in research and investment analysis departments of large financial institutions.

II. Objectives of the Course Unit - Learning Outcomes

On completing the course unit, participants will:

- Have an understanding of the investment process, starting from risk and return characteristics of individual assets and portfolios through to optimal portfolio selection and performance evaluation.
- Understand the determinants of asset prices, asset pricing models and implications of their assumptions on contemporary investment management process.
- Be able to address and tackle issues such as:
    - Estimation of return, systematic and non-systematic risk of a portfolio
    - Identification of efficient portfolios

- Assessing risk/return preferences of investors & identification of optimal portfolios through the use of utility theory.
- Application of portfolio performance measures in portfolio evaluation process
- Forming and developing diversification strategies to hedge market risk and reduce the company specific risk of a portfolio.
- Pricing assets by using asset pricing models.
- International investments

- Be able to contribute to the shaping, implementation and evaluation of a portfolio management strategy.
- Understanding the issues involved with international investments.

III. Teaching Methods

The pedagogy of the course unit will typically involve a mixture of lectures, discussion, problem solving, Excel spreadsheet examples, and assignment.

IV. Course Evaluation – Assessment Methods

The final mark for the course unit is made up by two components, depending on the student's choice. First, if an optional assignment is undertaken, it will count for 20% of the overall mark of the course unit, provided a pass mark of 50% is obtained in the final examination. The other 80% will be made up by the final exam mark. Second, if the assignment is not undertaken by a student, the final mark will consist of 100% of the examination mark.

Both evaluation elements assess all four learning outcomes of section III above.

V. Language of Instruction

English

CORPORATE FINANCE

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.
Semester and Period: Second (or fourth) semester, Period January – March.
Instructor:

- Spyros Pagratis, Assistant Professor, AUEB, Tel: 210 8203 477, e-mail: spagratis@aueb.gr

Office 401, 4th floor, Derigni Street, Main Building

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

This course examines how firms access external funding in capital and money markets and factors that affect their capital structure decisions, namely the mix of various forms of financing. It also covers topics on investment valuation and capital budgeting decisions by corporates.

The course begins with an in-depth discussion of money-creation in a modern economy and how liquidity conditions in capital and money markets are affected by major asset purchase programs (dubbed as quantitative easing – QE) and other forms of open market operations by central banks. Special emphasis is placed on the toolkit of policy instruments used by the US Federal Reserve and the European Central Banks targeted to affect the cost of funding in the economy. By completion of this first part of the course students are enabled to navigate in the new era of central banks' open market operations and identify turning points in central bank policy that may have a profound impact on asset valuations and the cost of corporate financing.

The second part of the course focuses on the micro-foundations of corporate financing. Using as a starting point the benchmark case of an economy without frictions, it shows that under such circumstances capital structure decisions would be irrelevant for the value of the firm. This, so called Modigliani-Miller (MM) irrelevance proposition, is discussed using basic concepts of real options where students have the opportunity to gain insights into the valuation of risky-debt and equity. The MM irrelevance proposition is used to guide students' thinking about the impact of financial transactions, such as share buybacks, on share valuations and the weighted average cost of capital (WACC). Real-world examples are considered where capital markets are subject to distortions and frictions, such as financial distress costs, principle-agent problems, and asymmetric information. The teaching mode is to identify factors of first-order importance that affect capital structure decisions by corporates. Such factors are considered first in isolation, and then think towards an optimal capital structure when different factors interact.

In particular, the Static Trade-Off theory (STO) considers the balance between tax shields and financial distress costs in determining a firm's debt policy. As part of STO, students are introduced to problems of debt-overhang and underinvestment by firms due to legacy debts and learn how managers could deal with these problems, with a special emphasis on rights issues and debt restructurings. In the presence of managerial moral hazard, the Free-Cash-Flow theory (FCF) suggests that debt could act as disciplinary devise, facilitating better monitoring of managerial decisions. According to the Pecking-Order-Theory, information asymmetries lead to different degrees of mispricing of corporate securities. Therefore,

corporate decisions on which type of securities to issue depend on information sensitivities. Aspects of crowdfunding, human capital and innovation are also considered.

Overall, students are equipped with the analytical apparatus to identify first-order issues relevant to corporate financing decisions and learn how to combine and apply them in practice.

II. Objectives of the Course - Learning Outcomes

The students taking this course should be able to:

- Identify turning points in economic policy that could have a material impact on funding conditions and corporate decisions to access external financing.
- Navigate in the new era of extraordinary policy interventions by central banks that have a profound impact on asset valuations and the cost of corporate financing.
- Value investment projects and capital budgeting decisions and identify factors that affect corporate decisions to access different forms of financing.
- Assess alternative ways of accessing capital markets.
- Identify issues of first-order importance that are relevant to corporate financing, combine them to make informed decisions and negotiate funding terms with financiers.

III. Teaching Method

Lecturing will be supported by video presentations, in-class case analyses, and occasional invited lectures by market experts. Students are expected to be always prepared for class and to contribute to class discussions.

IV. Course Evaluation – Assessment Methods

The course is evaluated through one final exam that counts for 100% of the course grade. The final exam is closed books and closed notes and lasts for 2 hours. It covers material from the entire course, including occasional invited lectures. Students are encouraged to use a calculator for the exam. This element is geared towards assessing students' ability to present concisely and quantitatively credible solutions to explicit corporate finance problems.

V. Language of Instruction

English

GLOBAL SUPPLY CHAIN MANAGEMENT

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st and 2nd year Part Time

Semester and Period: Second (or fourth) semester, Period January-March

Instructor:

- Konstantinos N. Androutsopoulos, Assistant Professor, AUEB

Tel: 210 8203930, Email: kandro@aueb.gr, Office: Derigni 12, 6th floor, Office Hours: Please contact by e-mail for making appointment.

Invited Lecturer: Prof. Konstantinos G. Zografos, Distinguished Professor, Lancaster University Management School

---

I. Course Overview

The objective of this course is to introduce concepts and methods regarding the planning, design and operation of Supply Chains. Emphasis is placed on the strategic role of Supply Chain Management in the Global Business Environment.

II. Objective of the Course – Learning Outcomes

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

- Understand and analyse the basic operations of Supply Chains.
- Model decisions in Supply Chain Management
- Plan Supply Chain Management processes
- Assess the performance of Supply Chains.

III. Teaching Methods

The course's content will be presented using a mixture of lectures, case-studies discussions and in-class presentations. The lectures are further supported by the presentation of numerous practical examples highlighting how theory is applied and used in real-life situations.

IV. Course Evaluation – Assessment Methods

Active Class Participation: (10%), Preparation of Term Paper (30%), Final Exam (60%).

V. Language of Instruction

English

MANAGERIAL ACCOUNTING

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period January – March.

Instructor:

- Georgia Siougle, Professor, AUEB, Tel: 210 8203 145, e-mail: gsiougle@aueb.gr, Office: 74 Patission Street, 4th floor, Antoniadou Building

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The course will provide basic management accounting knowledge useful for a manager in the decision-making process. It will present value chain and supply chain analysis. It will cover issues related to a cost-benefit analysis. It will further cover accounting and reporting issues related to activity-based costing and activity-based management. Finally, will discuss the Balanced Scorecard basics and strategic profitability analysis issues.

II. Objectives of the Course - Learning Outcomes

The course will cover key concepts of management accounting with emphasis in the decision-making process. Most executives are involved in decision making process. The course will enhance students' capabilities to review data, come up with ideas, evaluate alternatives and base decisions on cost-benefit analysis.

The students taking this course should be able to evaluate alternatives and base their decisions by having a good understanding about the concepts and techniques of management accounting. The key management accounting issues will be explained considering rapid changes in the economic environment and global markets.

III. Teaching Methods

Lectures, Tutorials, Case Studies

IV. Course Evaluation – Assessment Methods

Written Exams: 100 %

V. Language of Instruction

English

Global Sustainability Strategies and Reporting

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period January – March.

Instructor:

- Nikos Avlonas, Associate Professor, DePaul University, Chicago, E-mail: avlonas@cse-net.org

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The course is intended to provide students with an overview of the different Global Sustainability Strategies, corporate and non-profit perspectives, legislations, related risks and opportunities. It aims at providing a better understanding of the individual elements and criteria necessary for the development and implementation of comprehensive global sustainability strategies and Reporting addressing the different needs of stakeholders. The course takes a strategic perspective to organizations' Sustainability and the building of competitive advantage in highly competitive environments.

II. Objectives of the Course - Learning Outcomes

Students will study what different approaches to sustainability and CSR are available to both private and public organizations. The class will then address how an organization integrates sustainability strategies into global operations and supply chain. Given the new and complex nature of incorporating sustainability into organizational strategy, students will identify the initial steps and strategic partners to include in the process. There are several resources that are currently available, and students will learn about these and develop their understanding for how such global guidelines (e.g., GRI, UN Global Compact, etc) can be applied and integrated for optimal benefit. This course is also giving a good foundation for individual official certification on GRI training.

III. Teaching Methods

Lecturing will be supported by video presentations, in-class case analyses, team exercises and a transversal group project that will be presented through short pitches and a final presentation and report.

IV. Course Evaluation – Assessment Methods

Short class assignments & active participation (50%) and Group Project (50%).

V. Language of Instruction

English

INNOVATION, CREATIVITY AND THE MANAGEMENT OF TECHNOLOGY

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period January – March.

Instructor:

- Eric Soderquist, Professor, AUEB.

Tel: 210 8203 679, e-mail: soderq@aueb.gr, Office: 47 Evelpidon Street, 9th floor, Office 915.

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

Today's high performing businesses must have the ability of constantly leveraging internal and external resources and knowledge in order to free and grow their creative potential and ultimately develop new viable offerings, i.e., innovate. Demands for creative thinking and for processes canalizing this thinking into innovations that pay off in the marketplace are raised on leaders, on managers and on organizations alike. In this context, the course aims at developing an understanding of creativity and innovation 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 improve and evolve innovation output.

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 innovations develop and how they develop in organizations, industries, regions and even on a global scale. Another critical objective of the course is therefore to provide an analysis of technology as a contemporary strategic imperative and how it can be managed and integrated to enhance innovation through structured approaches to R&D and New Product/Service Development.

II. Objectives of the Course - Learning Outcomes

After successfully completing the course, students will:

- Understand that innovation can come in many different shapes and how it thus can be developed in any organization and in a number of different ways,
- Understand the enablers and facilitating factors of operational, tactical and strategic nature that are needed to implement and manage in order to get the most out of innovation activity,
- Understand creativity as an organizational phenomenon, how it can be developed and how it can be canalized towards innovation (Directed Creativity),
- Be familiarized with the contemporary managerial challenges towards the effective utilization of technology within a corporate context,

- Grasp the collaborative, international/global and strategic characteristic of innovation and technology management,
- Be able to relate innovation, creativity and the management of technology to the context and needs of specific companies and their industries.

III. Teaching Methods

Lecturing will be supported by video presentations, in-class case analyses, team exercises and a transversal group project that will be presented through short pitches and a final presentation and report.

IV. Course Evaluation – Assessment Methods

The course is evaluated through one transversal group project that counts for 100% of the final grade, split as follows.

1. Pitch Presentations in sessions 2 and 4 (10+10=20% of final grade). One or two members present.
2. Innovation Assessment & Development Report according to template which will be distributed separately. (60% of final grade)
3. Final Summary Presentation of the report in session 7. Max 12 slides and 20 minutes duration. All team members must present one part. (20% of final grade)

V. Language of Instruction

English

STRATEGIC RESTRUCTURING IN THE HEALTHCARE AND LIFE SCIENCES SECTOR

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or Fourth) semester, January – March.

Instructor:

- Emmanuel Alexandrakis, Adjunct Professor, AUEB, Tel: 2130994079, 6949598726
  e-mail: emmanuelalexandrakis@aueb.gr

Office Hours: Please contact by e-mail or phone for making appointment.

I. Course Overview

The Health/Pharma and overall, the life sciences sectors become increasingly important for both peoples' well-being and the economy, at both global and local levels. As the world population ages, needs also inevitably increase for health services and health related products, and as societies advance, people continuously demand better quality of health services, but also more related health products and services. To respond to the new demands, the economic sectors that are related to healthcare and activities related to the support of public health, undergo extensive and pressing strategic restructuring, and new entrepreneurial and economic opportunities arise. Such activities are connected to the introduction of new operational models, to new processes, to new ways for keeping track of health services quality and quantity, new investment areas, new ways for using innovations and technology, new areas of public interventions for health, and new approaches to economic growth and development. Therefore, even in the more affluent, advanced economies, there is a continuous pressure to sustain the current levels of population health amid increasing demand. All these factors shape a fertile environment for new entrepreneurial ventures and activity, as well as the need to adopt innovative ways and integrate technologies to address the issues.

Investing resources in the health sector is a key lever to address fiscal and societal challenges. In the course, we will explore how this can be done and the opportunities that arise from these processes. There is a rise of many new opportunities, including those related to the new role of Public Sector Healthcare and of Public-Private Partnerships.

We will discuss the use and applications of new technologies and how these integrate into processes of the health sector. A special emphasis will be placed on the analysis of big data, social media, e-health and integrated healthcare services, Innovation and Entrepreneurship in healthcare. We will be looking in new business models, including insurance business and its importance for covering health needs, as well as their related costs by leveraging on new financial instruments and investment mechanisms. We will also discuss the structure, trends and opportunities that arise in the sector of health tourism.

Finally, this course gives a more detailed description on the workings of the Pharma industry, elaborates on the importance of new medicine pipelines, discussed the regulatory environment, medical R&D, clinical research, Pricing and Reimbursement systems, HTA, and the changing roles of HCP and Patients.

For whom is this course?

Executives of Pharma companies, Insurance Executives, Pharmacists, Healthcare professionals (Medical and Administrative staff), Civil Servants, Entrepreneurs with an interest in health sector innovations, Investors / Venture capitalists, biotechnologists. **Most importantly, this course is designed for students that want to have a better understanding of the economic and business activities that relate to life sciences** and how this extended ***Health Economy***, as a distinct economic sector, is internally strongly interlinked and in continuous flux.

The concept of strategy, as it applies to the global, the sectoral and local developments in healthcare provision, will be explored in a practical manner, by asking the students to team up and make a case for an opportunity. This will give the students insights, ideas, and a better practical understanding of the opportunities.

II. Objectives of the Course

After successfully completing the course, students will:

- Understand the operation of the health sector globally, the key players of the public and private sectors, the industries involved, and the role of innovation and technology in the health sector processes.
- Understand the approach of governments and the private sector stakeholders in healthcare delivery, as well as the current trends.
- Understand the importance of the health sector for a country's economy and for its citizens' well-being.
- Understand how the fiscal landscape creates the need for strategic restructuring within the public and private health sector and how its operation must change to better address societal challenges.
- Obtain specific knowledge of many new business opportunities, including the new role of the public-sector healthcare provision, Public-Private Partnerships, insights on the use of innovative technologies (big data, social media, reputation assets, e-health and integrated healthcare etc.).
- Acquire a more thorough understanding of what is meant by Innovation and Entrepreneurship in healthcare.
- Learn about new business models, including insurance business, health tourism, and the wellness sector.
- Simulate a real-world new business opportunity in the health sector and practically structure it with a team of students by using insights and knowledge acquired in the context of the course.

III. Teaching Methods

Lectures, supported by presentation of graphs, images and video presentations. Extensive in-class dialogue based on specific concerns and real-world cases. Team exercise / mini project that will attempt to touch upon real world issues and challenge your creativity. Emphasis will be placed on individual background and experiences and the Professor will be in very close cooperation with the students to leverage upon the students interests and professional aspirations. Guest speakers with specialized experience from various areas of the health sector will complement the structured analysis and enhance the entrepreneurial insights. Finally, there will be opportunities for joint lectures with relevant courses of

other Universities internationally and there will be an option for joining team projects with students from other associated Universities in other countries.

V. Course Evaluation – Assessment Methods

The course grade will be based on the following:

1. Class participation / interaction with the instructor	25 %.
2. Group case study	50%
3. Quiz based on the specific case that will be assigned	25%.

V. Language of Instruction

English

- **2nd Semester -4th Period:**

Full Time Cohort

BUSINESS STRATEGY AND ETHICS

Core Course, Master's Level

Year of Study: 1st year Full Time.

Semester and Period: Second semester, Period March-May.

Instructors:

- Alexandros Papalexandris, Assistant Professor, AUEB, Tel:210 8203471, e-mail: alexp@aueb.gr

Office Hours: By appointment, 7th floor, Derigny 12, 10434 Athens

- Maria Fotaki, Visiting Faculty, AUEB, Tel: 2108203563, E-mail: mfotaki@aueb.gr,

Office Hours: By appointment, 4th floor, Kodriktonos 12, 10434 Athens

---

I. Course Overview

This course comprises of two parts: **Business Strategy** and **Business Ethics.**

Strategy is considered to be the queen of the managerial disciplines and a key success factor in all areas of human activity. The purpose of strategy is to improve the ability to shape and adapt to unfolding circumstances. As such, strategic actions are purposeful, deliberate and meaningful, with the goal of linking now with a desired future state. Given their paramount importance, strategic decisions are rarely straightforward or simple. This is because they involve value judgments that depend to a large degree on people's attitudes, perceptions and assumptions. This is why so many strategic decisions turn out to be ill-judged. In this respect, strategic management is concerned with complexity arising out of ambiguous and non-routine situations with organization-wide rather than operation-specific implications. Strategy has always been considered important. As early as 400 BC Sun Tzu wrote about strategy in his famous book Art of War "…it is a question of life and death". However, the conceptualization of 'strategy' as a construct is far more abstract than what is typically depicted in literature and practice. The word 'strategy' is now applied to almost every management activity to add misleading rhetorical weight. In contemporary business settings, strategy can provide the direction and scope of the organization over the long term, in order to achieve competitive advantage in a changing environment. There are numerous examples of how a successful strategy can lead to success, even in cases where resources are limited and are not overwhelmingly superior to those of competitors.

Business Ethics refer to principles and standards that determine the way we act and interact in our professional environment. Today, modern organizations need to consider a broader set of stakeholders' concerns in developing their strategies. This second part of the course is about the interdependence between a business and its economic, social and ecological environment. It is about how this interdependency can be managed for the better performance of a business and a society as a whole. Being, therefore, at the interface of strategic direction, business and society, this part of the course aims

at increasing students' awareness and handling of ethical and social issues & dilemmas in decision-making and management at the individual and organizational level.

II. Objectives of the Course- Learning Outcomes

More specifically, the 1st part of the course will accomplish the following learning outcomes:

- Introduce students to the concept of strategy and its role in achieving sustainable competitive advantage.
- Make students realize the complexities of strategy formulation and implementation, and the requirements for the successful application of a new strategy.
- Acquaint students with best-practice tools and methodologies for analyzing the internal and external business environment and for determining the appropriate strategic position of the organization.
- Familiarize students with stakeholders' expectations and aid them in successfully managing these expectations to achieve superior performance.
- Accustom students with the concepts of resources and capabilities and signify their importance in strategy formulation and implementation.

The 2nd part of the course will accomplish the following learning outcomes:

- Recognize and understand key issues, concepts and mechanisms in work environment with respect to ethical, social and environmental considerations.
- Understand ethical approaches in decision making and their application at the individual and organizational level.
- Identify key stakeholders and assess stakeholders' impact, prioritize social issues and create a corporate social agenda.
- Have an overview of the concepts, rationales and frameworks of corporate social responsibility (CSR).
- Have a good knowledge of current trends and challenges in corporate social responsibility and sustainability, of the international standards applied and the structuring and organizing of CSR policies.
- Build from zero a department that creates social value and maintains a good reputation as a socially responsible company. Learn building blocks of managing compliance, oversees bribery, CEO and board engagement, suppliers and supply chain sustainability and social risks.
- Understand the different types of CSR engagement and the concept of Creating Shared Value (CSV).
- Understand the ways of creating shared value (product/services, value chain, and community).

III. Teaching Methods

Case studies and examples from practice will be employed to acquaint students with the concepts of strategy formulation, implementation and evaluation, and specific tools will be presented, analyzed and applied so as to develop their strategic skills. Furthermore, through class presentations and group discussions, students will sharpen their report writing and presentation skills and will develop their problem solving and decision-making capabilities.

The pedagogical approach includes also lectures, readings, class labs, videos, online simulations and guest speakers and debates that infuse real considerations of business ethics and social responsibility/sustainability issues confronting professionals at different levels in organizations.

IV. Course Evaluation – Assessment Methods

The course grade will be based on the following:

1. Class participation 20%
2. Group work 40%
3. Final exam 40%

V. Language of Instruction

English

Part Time Cohort

DATA, MODELS AND DECISIONS

Core Course, Master's Level

Year of Study: 1st year Part Time.

Semester and Period: Second semester, Period March- May.

Instructors:

- Panagiotis Repoussis, Professor, AUEB, e-mail: prepousi@aueb.gr
- Amalia Nikolopoulou, Visiting Faculty, AUEB, e-mail: anikolop@aueb.gr

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

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

II. Objectives of the Course - Learning Outcomes

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

- Develop computational skills in management consulting fundamentals.
- Select the appropriate model and method that they should apply, according to the computational nature of the problem and the available data.
- Specify the mathematical model that would be more useful in understanding better a problem.
- Analyze alternative scenaria and examine the sensitivity of key strategy parameters to external factors.
- Construct decision trees to make decisions in an environment under risk.
- Design effective computational strategies for solving both complex and realistic size business applications.

III. Teaching Methods

The course is taught in lecture format and illustrates key concepts by using case-based teaching, examples, class-exercises, assignments and Lab-based tutorials.

IV. Course Evaluation – Assessment Methods

A. Final Exam: 100%, ***or*** Final Exam: 80% - Assignment (optional): 20%

V. Language of Instruction

English

Electives:

Geopolitics and Business

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period March-May.

Instructor:

- Phillipe Tibi, Professor, Ecole Polytechnique-Paris, e-mail: philippe.tibi@pergamoncampus.com

Office: 918, 47A Evelpidon & 33 Lefkados Str.

Please contact by e-mail for making appointment.

I. Course Overview

The purpose of the course is to provide a geopolitical insight on business decisions. The world has vastly changed in the last 30 years. The fall of communism in Europe and Deng's "four modernizations" in China lead many to believe that **western capitalism** had finally triumphed, in tandem with democratic liberalism. The extraordinary success of **modern globalization** is a direct consequence of these two historic events. Two books: *The end of history and the last man* [1] and *The world is flat* [2], are testimonies of the widely shared beliefs of the time.

The Great Recession put an end to this narrative. Globalization is now contested in many centers of power, including the Oval office. Competition between the US, the EU and an assertive China is heating up. Russia is seen as a powerful political agitator and a resurgent empire by the leading European countries. The Arab spring started a major upheaval in the Middle East, triggering important political and economic consequences. The concept of western democracy is not seen as desirable in the strongest emerging countries. To sum it up, several powerful geopolitical forces threaten the **global multilateral order**, based on permanent mutually agreed rules, influential international organizations and global trade.

Technology must also been factored in. It has always been a differentiating factor between countries and firms. But in the immediate post WW2 period the world was mostly busy incrementally improving and spreading the use of existing technologies. Technology was never seen as a 'trivial' factor, but it was not seen as a major **game changer** in the competition between countries and the hierarchy of firms.

We are now in a different world, where technology causes massive **shift of value and power**. For example, the market capitalization of Apple is now 60% of the value of the global telecommunication services sector. It was negligible 15 years ago. The ZTE case demonstrates that a Chinese telecom giant can collapse as the result of a US embargo on semi-conductors. The situation of Huawei may be considered in the coming years as a textbook example of the influence of geopolitics on business. Looking west, the power of GAFA is challenging the rule of law in many countries. It is now subject to specific countermeasures in

---

[1] *The End of History and the Last Man.* Francis Fukuyama, Free Press, 1992

[2] *The world is flat,* Thomas Friedmann, Farrar Strauss and Giroux, 2005

Europe. Finally, artificial intelligence is a general-purpose technology, like electricity in the 20th century. It may well reshuffle the cards of power in the global geopolitical and business scenes, as evidenced by the fierce Sino-US competition in this field.

Last, but not least, the COVID crisis has magnified these existing trends. First, in many cases, governments were unable to appear to be in control, another cause for social anger. Second, relations between China, the US and Europe became more bitter, with a mixture of blaming exercises and hard-nosed diplomacy. Third, leadership in technology appeared to be even more desirable as it was obvious that the sector, including biotech, would extract a disproportionate share of value going forward.

As a result, business leaders must tackle two challenges:

1. Understand how and why governments implement particular policies that affect their business.
2. Take strategic decisions after having considered their political consequences at the country level, in addition to the usual global technology and competitive landscape.

Our purpose is to clarify i) the forces that shape the geopolitical world; ii) the interplay between geopolitics and business; iii) the increasing role of proprietary technology in the balance of powers.

II. Objectives of the Course - Learning Outcomes

Students taking the course will be able to:

- Recognize the threats and opportunities that arise due to geopolitical dynamics and its impact on firm's business strategies.
- Evaluate the environment for short and long-term investments as well as entry and exit strategy.
- Build scenarios arising out of geopolitical trends.
- Understand the Policy planners and Government mindset and decisions.
- Understand how political bodies protect or threaten firms in the context of the 'normal' rule of law prevailing in the country.

III. Teaching Methods

The course sessions comprise a mixture of formal lecture and student presentations. We put a great emphasis on the understanding of 'real-life' situations. Students will work on pertinent articles printed by the international press on issues arising during, or shortly, before the course. We have also selected typical MBA business cases because they include a valuable geopolitical content and deserve a structured discussion.

A great emphasis is put on students' participation and interaction within the class.

IV. Course Evaluation – Assessment Methods

The evaluation provides grades and assesses the MBA International Program graduate attributes in the following way. **The allocation shown below is valid for on-site courses**. Clearly, interaction is more difficult to assess in on-line classes. This is why we will add specific exercises, such as 5 mn presentations to answer a business/geopolitical question and **reduce the interaction weigh to 35%.**

Description	Allocation
Class participation	25%
Case discussions and assessment	25%
Individual End Term Paper	50%

V. Language of Instruction

English

FINANCIAL RISK MANAGEMENT

Elective Course, Master's Level

Year of Study: 1st Year Full Time, 1st or 2nd year Part-Time.

Semester and Period: Second (or fourth) semester, Period January – March.

Instructor:

- Dimitris Georgoutsos, Professor, AUEB, Tel: 210 8203 287, e-mail: dgeorg@aueb.gr

Office: 76 Patission Street, 2nd floor. Office Hours: Please contact me by e-mail.

I. Course Overview

Companies in the financial sector are exposed to a great number of risks that originate in a financial environment excessively complicated and ever-changing. The correct management of those risks is value-added since it protects the net worth of the companies, minimizes the un-necessary fluctuation of income, and allows for the correct pricing of financial products. The scope of the course is to provide a sound introduction to methodologies employed in the measurement of financial risks. We adopt a building blocks approach under which we study the interest rate, credit, liquidity, market, and operational risks. Furthermore, we study the regulatory framework which pertains to those risks, we present the criticism that has been raised against the measurement methodologies that are used and the usefulness of the supervisory regulation that is being applied.

II. Objectives of the Course

After completing the course, students will be able:

- ❖ to recognize the various type of risks an organization is exposed to, and to understand their implications for its net worth.
- ❖ to understand the limitations implied by each methodology they use.
- ❖ to understand the implication of systemic risk for the stability of the financial system.
- ❖ to understand the requirements of the supervisory regulatory framework.

III. Teaching Methods

Lectures will be supported by in-class case analyses and assignments which will allow the students to calculate risk measures from financial data.

IV. Course Evaluation – Assessment Methods

Final written exams.

V. Language of Instruction

English

MARKET RESEARCH

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period March- May.

Instructor:

- Vlasis Stathakopoulos, Professor of Marketing, AUEB

  Tel:210-8203343, E-mail: stathako@aueb.gr, Office Hours: Tuesday 16:00-17:00 or by appointment

---

I. Course Overview

As the complexity of the problems facing managers has increased in recent years, so has the need for information – about the business environment, about the competition, and particularly about the customer. As a marketing manager or general manager, you will almost certainly come in close contact with market research frequently throughout your career.

This course is designed to give you the tools to become an intelligent user of market research. The goal is to provide you 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.

II. Learning Outcomes

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

1. Improve their problem definition skills. Only if the market research problem is defined in an appropriate manner will the research results will be useful.
2. Critically evaluate alternative research designs and to develop and select the most appropriate one for a particular problem situation.
3. Implement a simple market 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.
4. Know various data analysis procedures that are used in market research.

III. Teaching Methods

This is a graduate course intended for students requiring knowledge of market research for their courses of study and chosen career paths. The learning experience of this course depends heavily on student participation by active listening, by making verbal inputs to help move discussions along in a constructive manner, and by contributing effort toward completion of the application project. The course pedagogy includes assigned readings, mini-lectures, cases, term project, and an exam. More information about each one of them follows:

- Assigned Readings: Students should be prepared on each reading assignment on the day it is to be discussed. Students should make every effort to achieve mastery of reading material before class. Class sessions will be devoted to evaluating students' comprehension, applying research concepts to managerial problems, and gaining additional perspective on the material.
- Mini Lectures: Difficult and technical areas of the book will be reviewed in class to increase understanding. It is assumed that everyone has had a basic course in statistics.
- Cases: Cases are to be prepared thoroughly in advance of class sessions. During class, students will be called upon individually to present their analyses, conclusions, recommendations, etc. thorough an interactive dialogue with the instructor. Depth and breadth of the analysis are considered important.
- Term Project: Students will form groups of 4-5 people and each group will conduct an actual market research study. All steps of the research process will be involved, from problem definition to presentation of the findings.
- Exam: The exam is a comprehensive evaluation of the student's understanding of the basic market research concepts and their application in a real case scenario. The exam is open book.

IV. Course Evaluation – Assessment Methods

The following weights will be used to compute the course grade:

- Term Project: 40%. This element assesses the ability to effectively execute a simple market research project.
- Exam: 60%. This element is a comprehensive evaluation of students' understanding of the basic market research concepts and their application in a real case scenario. The exam is open book.

V. Language of Instruction

English

TOPAZ MANAGEMENT SIMULATION

Core Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period March – May.

Instructor:

- Ilias Kapoutsis, Assistant Professor, AUEB, Tel: 210 8203 384, e-mail: ikapoutsis@aueb.gr

Office: 76 Patission street, Main Building, K203. Please contact by e-mail for making appointment.

I. Course Overview

Each student will be part of managerial team of a business operating in the global market. Each team will have to design and implement its business strategy for 5 consecutive business quarters and decide upon 66 operating issues in the face of intense competition.

II. Objectives of the Course

After the completion of this course, students will learn how to:

1. Design a firm's strategy and implement it effectively.
2. Analyze data to predict market trends.
3. Effectively work in teams and resolve task and relationship conflicts.
4. Coordinate the four main managerial functions (planning, organizing, coordinating, and controlling).

III. Teaching Methods

The course pedagogy includes lectures, a simulation game and in-class presentations.

IV. Assessment Methods

The evaluation strategy will be based on the following three criteria:

• 40% based on the share price at the end of the last quarter (the final ranking of the team). This element assesses all four learning outcomes as described in section II.

• 20% based on the share price in all previous rounds, irrespective of the final rank. This element evaluates all four learning outcomes as described in section II.

• 40% based on your team's presentation that will take place at the last day of the course. This element assesses learning outcomes 1 & 3 as described in section II.

V. Language of Instruction

English

Entrepreneurship and Sustainable Energy

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period March-May.

Instructor:

- Kostas Andriosopoulos, Professor in Finance & Energy Economics, **ESCP Europe Business School-London,** e-mail: kandriosopoulos@escp.eu

  Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The course focuses on the entrepreneurial process related with sustainable energy. It provides students with insights and advanced skills in all aspects of sustainable energy including upstream/exploration, energy markets, generation/distribution, waste management, energy efficiency and monitoring. After being introduced to the reality of the entrepreneur and the central issues related to the preparation of an entrepreneurial project, the students have the opportunity to specialize in the energy sector. The students work on the financial, marketing and managerial aspects of developing a business plan within energy sector with the help of market experts that bring their experience to the course. By the end of the course, students gain useful and technical knowledge in the areas of sustainable energy and business; they prepare their own business plan and are adept at communicating and presenting it to an audience.

II. Objectives of the Course - Learning Outcomes

At the end of the course the participants will be in a position to:

- Develop an understanding of the main characteristics of the global energy markets.
- Understand Commodity Trade
- Comprehend the WTI-Brent decoupling and the latest developments in the oil & gas markets.
- Understand and assess the latest trends in the electricity sector in the EU, the Emission Trading Scheme and

III. Teaching Methods

A mix of lectures invited lectures by market experts and case studies. Students are expected to be always prepared for class and to contribute to class discussions.

IV. Course Evaluation – Assessment Methods

***Assignment*:**

Title: "Evaluating the prospects of investing in the Energy sector in Greece"

Please write an essay of minimum 4,000 words. You can work in teams of maximum 5 people. Complete an overview of the Greek energy market and try to identify the sector(s) with the highest potential. Prepare a business plan and document your investment decision.

Deliverables:

A report (in word/ pdf format), an executive summary presentation (in ppt format) and an excel spreadsheet with all your calculations.

V. Language of Instruction

English

MANAGEMENT OF CHANGE AND RESTRUCTURING

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period March – May.

Instructors:

- Kleanthis Katsaros, Visiting Professor, Open University of Switzerland, Royal Academy of Economics and Technology in Switzerland

  E-mail: kkatsaros@aueb.gr, Tel: 6974-806389

  Office Hours: Please contact by e-mail for making appointment.

- Alexandros Papalexandris, Assistant Professor, AUEB, E-mail: alexp@aueb.gr, Tel: 210-8203471

  Office: Derigny 12, 7th Floor

  Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The concept of change is not a new one. Indeed, change has always been recognized as necessary and inherent to all aspects of life. However, the last decade has, for most organizations, been a time of totally unprecedented and seemingly ever accelerating change so that the phrase "change or die" has increasing resonance. Coping with change has become another element in organizations' battle to compete, thereby focusing attention on the need to manage change effectively. The aim of this course is to provide an understanding of the change management process and to present a framework for managing change.

II. Objectives of the Course -Learning Outcomes

On successfully completing the module, participants will be able to do the following.

1. Present a clear view of the theory and practice of managing change.
2. Demonstrate an understanding of the choices and dilemmas facing organizations regarding change.
3. Explain the nature and history of the theories, approaches and beliefs available to guide employees' and managers' action, in order to make informed choices when instigating and implementing change.
4. Demonstrate a practical understanding of organizational change, of the approaches to change and the methods of identifying, planning and implementing change.

III. Teaching Methods

The course's content will be presented using a mixture of lectures, case studies, assigned readings and in-class presentations. More specifically, the course starts with presenting major theories and models. Then case studies will be discussed and analyzed to ensure understanding. Finally, in-class presentations, individual and group presentations ensure the application of change knowledge in a business context.

IV. Course Evaluation – Assessment Methods

The assessment of the change management course consists of the following parts:

- Group Assignment: 70%. This element assesses the ability to integrate acquired knowledge in a business context, to use and analyse change concepts, to work in a team, to synthesise and critically evaluate results.
- Group Presentation: 30%. The group presentation is geared towards assessing the ability, synthesise the main findings, prioritise, present in a clear and convincing way, to work in a team, to follow guidelines and implement in a timely manner.

V. Language of Instruction

English

MANAGING DIGITAL ORGANIZATIONS

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period March- May.

Instructor:

- Diomidis Spinellis, Professor, AUEB, Tel: 210 8203 621, e-mail: dds@aueb.gr,
  Office: Troias 2, 4th floor, office 413,

  Office Hours: https://www.dmst.aueb.gr/dds/office.en.html

I. Course Overview

Ever more businesses are depending on digital technologies to operate and deliver value to their customers and shareholders. The course aims at introducing a working understanding of the basic concepts associated with how digital organizations create value, operate using cloud infrastructures, design and manage products and services, develop and run IT applications, and run their IT operations.

II. Objectives of the Course - Learning Outcomes

After successfully completing the course, students will:

- ❖ Recognize contexts where digital value can be delivered.
- ❖ Identify the components of an IT service.
- ❖ Argue on the benefits of cloud computing and infrastructure as code.
- ❖ Recognize important software development challenges and recommend best-practice practices and solutions.
- ❖ Define and distinguish product versus project and process management, understanding common management methods and practices, such as Lean UX, Scrum, and Lean Product Management
- ❖ Distinguish kinds of IT-related work, especially operational versus development.
- ❖ Understand basics of IT service monitoring, event management, impact, and scaling.

III. Teaching Methods

Lecturing is supported by fishbowl conversations, in-class case experiments and analyses, team exercises, and a transversal group project that will be presented through two Ignite presentations and a final report. In class activities may change depending on circumstances associated with COVID-19.

IV. Course Evaluation – Assessment Methods

Students are evaluated through their participation in the lectures (assessed through the collection of e-tokens; 10% of the total grade) and one transversal group project that counts for 90% of the final grade, organized as follows.

V. Language of Instruction

English

➢ **2nd Semester-5th Period**

Full Time Cohort

ENTREPRENEURSHIP AND BUSINESS PLANNING

Core Course, Master's Level

Year of Study: 1st year Full Time

Semester and Period: Second semester, Period May-July.

Instructor:

- Ioanna Deligianni, Assistant Professor, AUEB, e-mail: idelig@aueb.gr

Tel: 210 8203 563, Office: 12 Kodrigtonos Street, 3rd floor.

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

Entrepreneurship is defined as the "process of creating something new with value by bringing together unique resource combination to exploit… or create opportunity". At the heart of any entrepreneurial venture is an entrepreneur and his team. These are the individuals with the vision, the perseverance, the tenacity, the optimism, the commitment, and the desire to initiate an entrepreneurial process and successfully create a new venture. An entrepreneurial process begins with the identification of an idea, and advances with finding a sustainable business model to business planning, resourcing and managing the venture. It involves the recognition of challenges and the ability to find solutions, which however, never last long.

This is a course about the entrepreneurial process and the challenges faced by entrepreneurs. We will attempt to discuss a variety of contemporary issues in entrepreneurship by using global business case examples and by interacting with an actual entrepreneur. Emphasis will be placed on the development and evaluation of a business plan for a company you would start. The challenge to participants is to discover their own entrepreneurial potential and find ways to capitalize on that potential.

II. Objectives of the Course - Learning Outcomes

Upon completion of this course, participants will:

- Have a better understanding of the entrepreneurial process.
- Have a better appreciation of the challenges posed by the entrepreneurial eco-systems.
- Have a richer appreciation for their own entrepreneurial potential.
- Have a better understanding of the value of social enterprises.
- Be able to identify a good idea and a sustainable business model.

- Be able to develop and evaluate a business plan.
- Recognize the many dilemmas and challenges faced by entrepreneurs.
- Understand that successful entrepreneurship is both an individual and team activity.
- Develop entrepreneurial skills.

III. Teaching Methods

The course involves a mixture of lectures, case studies, guest speakers and brainstorming sessions.

IV. Course Evaluation – Assessment Methods

The evaluation is based on two components:

A. A team working project, which assesses the ability of students: to generate business ideas, to find a viable business model, and to develop a business plan for a new business.

The students work in groups of two to three. Deliverables include:

1) Two "business ideas" pitching per team and brainstorming in plenary

2) A "business model" presentation.

3) A complete "business plan".

B. Final written exams. The exam questions will require students to have a comprehensive understanding of the concepts, issues and frameworks developed during the course sessions.

The final grade is based on:

- Business ideas pitching → 10% of the grade.
- Business model presentation → 10% of the grade.
- Complete business plan → 40% of the grade.
- Final exams → 40% of the grade.

V. Language of Instruction

English

Part Time Cohort

MARKETING MANAGEMENT

Core Course, Master's Level

Year of Study: 1st year Part Time.

Semester and Period: Second semester, Period May-July.

Instructor:

- Kostis Indounas, Associate Professor, AUEB, , e-mail: indounas@aueb.gr,

Tel: 210 8203 487, Office: 2, Troias St., 5th floor, Office 507.

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

Targeted to an audience that has little or no marketing background, the course aims to make participants familiar with the marketing concepts, frameworks, methodologies, and tools in order to understand how key marketing decisions are made.

II. Objectives of the Course - Learning Outcomes

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

- Understand the role of marketing orientation within an organization.
- Effectively use those tools that help an organization to examine the environment market in which it operates.
- Understand the stages of the marketing planning process.
- Analyze each one of the components of marketing strategy.

III. Teaching Methods

The teaching methods that will be used are the following:

- Lectures that necessitate the active participation and interaction of students.
- Case studies that will be discussed within the class.
- Group projects (assignments) by students.

IV Course Evaluation – Assessment Methods

- Exam: 70% of the final grade (individual) & Assignment: 30% of the final work (teamwork).

V. Language of Instruction

English

Electives:

MERGERS AND ACQUISITIONS

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fifth) Semester, Period: May – July

Instructor:

- Theodoros Syriopoulos, Visiting Professor, University of the Aegean,

e-mail: **tsiriop@aegean.gr,** Tel: 210-8203857 / 6944 911 787

Office: 918, 47A Evelpidon & 33 Lefkados Str. Please contact by e-mail for making appointment

---

I. Course Overview

Mergers and acquisitions can be considered as a dynamic vehicle for corporate expansion and growth. Corporate restructuring has historically seen a pattern of merger 'waves' in diverse business sectors, although financial results have not always justified the underlying motives. The course provides a concise and solid theoretical and empirical background on the M&A field, based on applied tools, modern methods and techniques. Case studies and empirical applications are incorporated to elaborate on the theoretical issues. The M&A objectives, motives, stages and processes are discussed, their financial consequences are assessed and their impact on both acquirer and target firms is analyzed. Emphasis is placed on acquisition strategies, target selection, merger valuation, and shareholder value implications.

II. Objectives of the Course – Learning Outcomes

The learning objectives of the M&A course, more specifically, target to:

- provide a solid framework to understanding the mechanisms and dynamics of the "market for corporate control".
- build a theoretical and empirical background on the full spectrum of corporate deals (mergers, acquisitions, strategic alliances, corporate restructurings).
- identify and understand the forces leading to synergistic effects and corporate value creation in M&As.
- familiarize with internal and external corporate strategies to grow or restructure the firm through M&As.
- analyze critical stages and approaches to M&A target identification, takeover control and post-merger integration.
- discuss key issues and reasons that contribute to successful or failed M&As.
- implement quantitative tools and empirical approaches to identify and evaluate successful M&As.

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

- ✓ build upon a solid theoretical and empirical background on core concepts, techniques and models, to thoroughly understand M&A dynamics, alternative forms and range of implications.
- ✓ comprehend and analyze the critical M&A stages and assess their strategic implications for corporate managerial decisions to firm growth.
- ✓ critically evaluate potential M&A synergistic effects and corporate value creation based on alternative M&A corporate growth and restructuring strategies.
- ✓ implement empirical approaches and techniques to identify and evaluate successful M&As.

III. Teaching Methods

The content of the course on Mergers & Acquisitions is built and develops upon the following mix of teaching methods:

- teaching lectures with slides and interactive class discussion
- case study analysis and critical evaluation
- model exercises solved during lectures.
- practitioners' videos and related audio-visual material
- updated market expert reports, academic papers, books and relevant material
- student empirical case study assignment.

IV. Course Evaluation – Assessment Methods

The course is evaluated through one individual theoretical and empirical research project that counts for 100% of the final grade, split as follows:

- ✓ (a) Theoretical Foundations: 30%
- ✓ (b) Empirical Validation 40%
- ✓ (c) Bibliographic References 20%
- ✓ (d) Assignment Layout 10%

V. Language of Instruction

English

PROJECT FINANCE

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period May-July.

Instructor:

- George Smyrnioudis, Visiting Lecturer, e-mail: gsmyrnioudis@aueb.gr

Tel: +306944447555, Office Hours: Please contact by e-mail.

I. Course Overview

The term "Project Finance" refers to the financing of projects (commonly large scale and capital intensive such as economic infrastructure, energy, public service buildings, large scale technology projects etc.) where the debt element is dependent on the project cash flows for interest and principal repayment rather than on a corporate balance sheet (limited or no recourse financing).

This course will focus on an "introduction" to the discipline of project finance. It is appropriate for students who will be involved at any stage of the investment process from corporate sponsors (as members of the corporate finance or strategic planning departments) to transaction advisors (investment, commercial, or development bankers, financial and strategy consultants) to lenders and equity capital / fund capital investors. The instructor will focus on commercial and financial aspects while an appropriately qualified guest speaker will present key legal and contractual matters.

II. Objectives of the Course - Learning Outcomes

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

- Identify and discuss key commercial, contractual and financial aspects of Project Finance and infrastructure development and their practical application;
- Understand the key components of financial analysis and modelling and valuation of infrastructure projects / transactions and companies;
- Identify key legal / contractual issues and discuss risk allocation between stakeholders;
- Learn within teams – to co-operate with team members, to assume leadership and to manage differences and conflicts.

III. Teaching Methods

The course's content will be presented using a mixture of lectures, case studies, and presentations by guest speaker(s). The speaker(s) will be experts with leadership roles in the infrastructure / project finance arena such as senior partners in advisory and law firms, bankers, fund managers.

IV. Course Evaluation – Assessment Methods

Evaluation will be based on an extensive individual project and / or an examination.

The project and/or the examination will assess the following learning outcomes: (1) undertake the forecasting of project cashflows and translate this into project budgets and plans, (2) Analyse and value project finance deals, (3) Identify and discuss key commercial, contractual and financial aspects of Project Finance and infrastructure development and their practical application, and (4) Identify key legal / contractual issues and discuss risk allocation between stakeholders.

V. Language of Instruction

English

BUSINESS-TO-BUSINESS MARKETING

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period May – July.

Instructor:

- Kostis Indounas, Associate Professor, AUEB, e-mail: indounas@aueb.gr

Tel: 210 8203 487, Office: 2, Troias St., 5th floor, Office 507.

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The course will present how the concept of marketing can be applied in the case of business-tobusiness markets. Contrary to traditional B2C exchanges, the course aims to describe the fundamental aspects of marketing strategy in the case of B2B exchanges. In particular, the key characteristics of the B2B markets will be presented. Also, the segmentation techniques along with the targeting and positioning strategies and the 4Ps will be described. Emphasis will be also placed on B2B services, customer relationship management issues and key account management techniques.

II. Objectives of the Course - Learning Outcomes

At the end of this module students will be able to:

- Understand the key characteristics of business-to-business markets.
- Understand the application of marketing strategy to these kinds of markets.
- Analyze the differences between business-to-business products vs. services.
- Apply the concepts of CRM and key account management to business-business markets.

III. Teaching Methods

Sessions will be based on lectures that necessitate the active participation of students and case studies.

IV. Course Evaluation – Assessment Methods

Preparation of a case study in groups of 4-5 people.

V. Language of Instruction

English

CONSUMER BEHAVIOR

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period May – July.

Instructor:

- Flora Kokkinaki, Professor, AUEB, e-mail: fkokkinaki@aueb.gr,

Tel: 210 8203 717, Office: 12 Derigny Street, 1st floor.

Office Hours: Announced at the beginning of each semester and/or by appointment (contact by e-mail).

I. Course Overview

Consumer behavior is an essential component of marketing. Understanding the psychological and social processes involved in consumer motivation, perception, learning, evaluation, choice and experience with products and services is critical for predicting emerging needs, designing new products, planning promotional and advertising activities and mapping out an overall marketing strategy. The course reviews classical and contemporary theories, findings and constructs and explores consumer behavior at an individual and social level. The course highlights how a solid understanding of the intricacies of consumer behavior paves the way for optimum marketing practices.

The course offers students an integrated view of 1) the processes underlying consumer behavior and the impact of marketing practices on decision making and consumption; 2) the psychological and social factors that influence consumer behavior at different stages of the consumption process; 3) the way marketers should decode and incorporate consumer insights into their strategy.

II. Objectives of the Course - Learning Outcomes

The course will provide students with a solid conceptual basis for understanding the behavior of consumers within their social environment and the marketplace. At the end of the course students will have developed a comprehensive understanding of the omnipresence and nature of consumer behavior

and the ability to select and apply appropriate tools and methods in order to guide managerial decision making.

III. Teaching Methods

Lectures with interactive delivery and analysis of short or extended case studies. Active student participation is strongly encouraged. In the final session, students will present their group projects (see below)

IV. Course Evaluation – Assessment Methods

The course is evaluated through a final written exam (70%) and a course assignment (30%).

- **Final written exam** (70% of the overall course mark)
- **Course assignment** (30% of the overall course mark)

V. Language of Instruction

English

INTERNATIONAL MARKETING

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period May – July

Instructor:

- Amit Bhatnagar, Associate Professor of Marketing, University of Wisconsin-Milwaukee, Milwaukee, WI 53201, USA, E-mail: anshulamogh@gmail.com

  Office: 918, 47A Evelpidon & 33 Lefkados Str.

  Please contact by e-mail for making appointment.

I. Course Overview

The objectives of the course are:

- To introduce the concepts and principles of International marketing and to develop an appreciation of their scope, relevance, application and integration in the operations of for-profit and not-for-profit organizations.
- To study the adjustments that a Global firm has to make in its marketing mix to integrate differences in cultural preferences of consumers, political, legal, and economic environment.
- To identify the important issues while developing strategies for product, price, promotion and place.

II. Learning Outcomes

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

- Understand product strategies in an international context.
- Understand pricing strategies in an international context.
- Understand advertising strategies in an international context.
- Understand distribution strategies in an international context.
- Develop critical thinking abilities.

III. Teaching Methods

Class sessions will consist primarily of a lecture and discussion format. There will be class assignments.

IV. Course Evaluation

(i) Final Exam 70%. This element assesses the ability to apply basic international product, pricing, advertising and distribution strategies.

(ii) Assignments 20%. This element assesses the ability to apply basic international product, pricing, advertising and distribution strategies.

(iii) Class Particpation 10%. This element will test students critical thinking abilities.

V. Language of Instruction

English

INTERNATIONAL NEGOTIATION

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period May-July.

Instructor:

- Claude Nassar, Visiting Professor, E-mail: claude@nassar.pro

  Tel: +33 622 82 32 45, Office: 918, 47A Evelpidon & 33 Lefkados Str.

  Please contact by e-mail for making appointment.

I. Course Overview

This dynamic and interactive course provides managers with an effective framework for achieving their goals in competitive global business settings. The course will assist students in preparing for and executing time-tested strategies for achieving communication competence, including conflict resolution, negotiation, and mediation with persons from different cultures. It will not only examine theories of culture, communication, and negotiation, but will also place students in an experiential situation in which they gain valuable skills for overcoming obstacles in global management situations. Through use of cases, multicultural team exercises, and simulations, this course will equip the global manager with tools to solve problems and take advantage of opportunities in a multicultural world.

II. Objectives of the course – Learning Outcomes:

The course will provide students with knowledge, skills, insights, and experience necessary to be a communicatively competent international manager and negotiator. Upon completion of this course, students should be able to:

- Understand the basic elements and ingredients of negotiation,
- Prepare negotiations using some simple tools,
- Feel more at ease & lead, conduct and manage standard negotiations, by understanding motivations and behavior of other parties.
- Use basic international negotiation techniques & methods,
- Identify critical phases and potential actions/reactions from the other party,
- and use various behavioral options in cross cultural negotiation.

III. Teaching Methods

Class sessions will consist primarily of a lecture. There will be case studies in International Negotiation with debriefing and class discussion.

It is recommended to students to listen carefully other students' comments, remark during the class, as well as during case studies and debriefing in order to understand negotiation process and self-evaluate personal behavior and appropriation of best practices.

IV. Course Evaluation

Students are not expected to have all the right answers in every role-play, simulation, discussion and/or case. Nor are they expected (or encouraged) to dominate the discussion in every class. They are, however, required to be prepared and contribute regularly to the classroom discussion and role-play.
The evaluation scheme is designed to encourage participation by judging the quality and of participation and preparation of the cases.

Continuous assessment 100%. This element assesses the ability to prepare a negotiation.

V. Language of Instruction

English

ENERGY ECONOMICS AND MANAGEMENT

Elective, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period May-July.

Instructors:

- Phoebe Koundouri, Professor, AUEB, e-mail: pkoundouri@aueb.gr

Office Hours: Please contact by e-mail for making appointment.

- Stella Tsani, Assistant Professor, University of Ioannina, e-mail: stellatsani@aueb.gr

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

Green, Digital and Fair Energy Markets:

The Economics and Management of the Sustainability Transition

The European Green Deal (EGD) is a new growth strategy adopted by the European Commission in December 2019 that aims to transform the EU into a fair and prosperous society, with a modern, resource-efficient, and competitive economy; zero net emissions of greenhouse gases in 2050; and where economic growth is decoupled from resource use. The four horizontal priorities announced at the EGD launch were to: make Europe a climate-neutral continent, protect human life, animals and plants by cutting pollution, help European companies become world leaders in clean technologies and ensure that the green transition is just and inclusive. These four overarching goals are planned to be achieved by implementing policies in the following nine areas: Biodiversity, From Farm to Fork, Sustainable Agriculture, Clean Energy, Sustainable Industry, Building and Renovating, Sustainable Mobility, Eliminating Pollution, Climate Action. The implementation of EGD is supported by the European Climate Law and the European Climate Pack.

In line with the EGD, the Commission proposed the first European Climate Law in March 2020, intending to set out the conditions for an effective and fair transition, to provide predictability for investors, and to ensure that the transition is irreversible. In September 2020, the Commission proposed a greater climate ambition and put forward a plan to further cut emissions by at least 55% (compared to 1990 levels) by 2030, to ensure a transition to a climate-neutral economy that is fair and cost-effective for all, aiming to become the world's first climate-neutral continent by 2050. EU leaders, at the meeting of the European Council held on 10th and 11th December 2020, agreed on a binding new EU emissions reduction target by 55% compared to 1990 levels until 2030, and "call the co-legislators to reflect this new target in the European Climate Law proposal". Achieving 55% GHG emissions reductions by 2030 will also support the

COVID-19 recovery and the longer-term competitiveness and resilience of the European economy. For an increased GHG emissions reduction target of 55%, an increase in investment of €350 billion per year is needed compared to the previous decade.

The course will focus on the joint implementation of European Green Deal (EGD), Sustainable Development Goals (SDGs), the European Semester's Country Specific Recommendations (CSRs) facilitating the efficient allocation of Next Generation EU (NGEU). In particular the way to efficiently integrate the Sustainable Development Goals of UN Agenda 2030, in the European Semester's Country-Specific Recommendations (CSRs), as foreseen in the EU's Annual Sustainable Growth Strategy (ASGS), and in the policies envisaged by the European Green Deal (EGD). This integration aims at assisting EU and national policymakers to identify actionable policies that are aligned with all three overarching frameworks while avoiding trade-offs between specific policies and measures that will compromise the pursuit of some goals. In this way EU policymakers may identify areas in which the current European growth strategy and economic policy coordination effort is consistent with the SDG framework, both EU-wide and on a country-by-country basis. Also, National policymakers may obtain insights on the extent to which major sustainability challenges of their country are linked with national priorities promoted by the EU sustainable growth strategy, in order to improve the alignment of sustainability objectives with national policies and measures that are consistent with the broader EU policy framework.

Moreover, the course will focus on Sustainable Finance and the EU Taxonomy for Sustainable Invetsment. The financial sector, multilateral, central and commercial banks, companies and investors, phase the challenge of understanding and impelmenting the principles of Sustainable Finance and Sustainable Insurance. The course will analyze the EU Taxonomy for Sustainable Activities, established by the European Union to help companies and investors navigate the transition to a low-carbon, resilient and resource-efficient economy by defining which economic activities are Socially and Environmentally sustainable. In this course we will provide consultation on how the implementation of the EU Taxonomy can be facilitated through capacity building for all involved stakeholders, and identify its explicit social and environmental benefits.
Corporate Leaders, investors and analysts must deal with two separate and disconnected reporting systems: one for financial results and the other for ESG performance. The results is two separate narratives, one telling how profitable a company is, the other highlighting whether is good for the people and the planet. This points to the need for a single hybrid measurement system that combines social and environmental impact with financial performance. This opinion will suggest such a hybrid measurement and provide recommendations to facilitate its implementation.

The course is designed to provide an introduction and comprehensive overview of concepts of Sustainability in Energy Markets, Energy Economics and Management, Environmental and Resource Economics and Policy, to postgraduate students. The course introduces energy, resource and environmental economics, as a sub discipline of economics focusing on the inter-relationships between the environment and the economy. It explains how the concept of economic efficiency in the allocation of scarce resources underpins cost-benefit analysis and decision making in energy, resource and environmental management. Basic concepts in economic theory are first introduced, so that understanding is developed of how markets are supposed to achieve economically efficient allocations and why, when they fail to do so, the result is pollution and degradation. Understanding the failure of

markets involves the key concept of the property rights regime. Much of energy, resource and environmental economics and management is concerned with identifying when, and under what circumstances, failures in property rights and in markets are likely to occur and how best to correct them.

Building on this initial understanding of concepts the course proceeds to explain why economists attach importance to the monetary valuation of energy related goods and services, and introduces a number of techniques for doing so using various Greek, European and other International case studies. It provides a critical overview of current methods and their applications. It examines the main criticisms of the approaches that are available for non-market valuation.

The course analyses the different concepts and theories in the context of sustainable development, climate change, and energy-climate related innovation. It introduces core concepts of 'sustainability' and considers the policy implications of applying these in energy (mainly renewable energy: solar, wind, waves, hydrogen etc.) within the European and International policy framework.

II. Objectives of the Course - Learning Outcomes

After successfully completing the course, students will:

1. Have a good understanding of the basic topics covered in class.
2. Become familiar with various relevant national and international projects in the field.
3. Acquire skills for applying the taught methods on real world projects.
4. Acquire presentation skills relevant to communicating scientific results to non-scientific stakeholders.

III. Teaching Methods

Class sessions will consist primarily of a lecture and discussion format.

IV. Course Evaluation – Assessment Methods

Written Exam 100%

V. Language of Instruction

English

NETWORK ANALYSIS FOR MANAGERS AND ANALYSTS

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period May-July.

Instructor:

- Demitrios E. Pournarakis, Visiting Faculty, AUEB, E-mail: pournadi@aueb.gr

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

Networks are present in all aspects of our lives: networks of friends, communications, computers, the Web, and transportation are examples that we experience outwardly, while our brain cells and the proteins within our body form networks that determine our survival and intelligence. When people communicate through Facebook or Twitter, buy stuff on Amazon, search on Google, or buy an air ticket to visit family, they use networks without knowing it. Today, a basic understanding of network processes is required in job sectors from technology to marketing, from management to design, and from biology to the arts and humanities. This course explores the study of networks and how they help us understand the complex patterns of relationships that shape our lives.

The main topics of the course include: an introduction to basic network concepts (nodes, edges, network visualization); basic topological properties of networks such as network centrality, clustering, and communities; concepts such as information diffusion, contagion, epidemics and infection rates in social networks, small-world phenomena; the implications of popular concepts such as "six degrees of separation", the "friendship paradox", and the "wisdom of crowds".

II. Objectives of the Course - Learning Outcomes

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

- Understand the opportunities, challenges and threats arising by the use of networks in organizations and society.
- Understand the concepts of the wisdom of the crowds and six degrees of separation.
- Investigate the conditions under which herding phenomena may occur in social networks.
- Learn how epidemics evolve over time and explore epidemic models.
- Apply methods, techniques, and software tools to analyze the structural properties and behavioral characteristics of networks, especially online ones.
- Understand small-world phenomena, social ties, homophily, network communities, and apply these concepts in the analysis of specific social networks.

III. Teaching Methods

Lecturing will be supported by video presentations, in-class case analyses and games.

IV. Course Evaluation – Assessment Methods

Individual project (100%) to assess the following learning outcomes: apply methods, techniques, and software tools to analyze the structural properties and behavioral characteristics of networks, especially online ones.

V. Language of Instruction

English

Project Management

Elective Course, Master's Level

Year of Study: 1st year Full Time, 1st or 2nd year Part Time.

Semester and Period: Second (or fourth) semester, Period May-July.

Instructor:

- George Diakonikolaou, Visting Faculty, e-mail: gdiako@aueb.gr

Tel: 6974665103, Office: 47 Evelpidon Street, 9th floor, 918

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

Project based work is the new norm in business. Effective Project Management is of paramount importance for project success and consequently business success.

This course is designed for an **MBA level** study into Project Management. In this course students will consider and critically evaluate the problems associated with project selection, evaluation of projects and project managers, managing project teams and communicating with all parties involved.

Students will become involved in presentations, discussions, extensive case studies, role playing exercises and so address the key aspects of project management.

This course will examine closely the effects of project management upon business needs, and how project management can establish a firm foundation for managing project and non-project work, independently of sector.

Students will be introduced to techniques of selecting, initiating, planning, monitoring, controlling and closing projects in order to maximise the success of the project and the profitability of the organization they operate.

The most widely accepted methodology based on the Project Management Body of Knowledge (PMBOK 6th edition), as well as a number of modern books and approaches to Project Management will be presented and tested.

The objectives of this course are to enable students to:

- Understand how projects should be selected in order to support the viability of their organisations (short to long term)
- Understand how projects should be initiated in order to ensure minimum problems during their implementation.
- Describe roles and responsibilities of project managers and project management teams across the project life cycle.

- Recognize the importance of project planning and learn the tools and techniques to apply for effective planning.
- Be able to handle risk and uncertainty within project management environment and understand how to identify, evaluate, prepare and monitor risks during project lifecycle.
- Get to know the new trends and research frontiers in Project Management World today.
- Prepare for the CAPM® (Certified Associate Project Manager) and PMP® (Project Management Professional) certifications by PMI (Project Management Institute).

II. Objectives of the Course - Learning Outcomes

Successful students will be able to:

- ❖ Understand the difference between project and non-project (functional/operational) work.
- ❖ Understand the nature of the project management work.
- ❖ Understand stakeholder requirements and expectations as key elements of the project success.
- ❖ Evaluate different methods of leadership styles for deploying authority and power to successfully reach the project goals.
- ❖ Integrate different planning and control methods to manage projects in a multi-project environment.
- ❖ Understand the value of communication and be able to use a number of approaches to plan communications and effectively engage the project Stakeholders.
- ❖ Understand the nature of project risk and the issues that influence effective risk management (threats and opportunities).
- ❖ Understand the importance of teamwork and be able to integrate a number of tools and techniques to actively involve and motivate the project team to achieve the project objectives.
- ❖ Know about the importance of budgeting and cash flow for the project.
- ❖ Understand the importance of procurement work to the project success.

III. Teaching Methods

The course is based on an experiential and team building approach:

- Students will form teams, with every team studying a specific project case study of their choice. This project case study will evolve during the course.
- The various modules of the course will be presented using real life examples studies and the students will have the opportunity to explore the various methods and tools developing their case study.
- The deliverables of the case study for every team will be evaluated (40%) of the total score.

IV. Course Evaluation – Assessment Methods

The course is evaluated through exam and team coursework as follows.

4. Final exam containing multiple choice questions covering all the subjects discussed during the modules (60%).
5. Coursework (team-based). Planning and development of a project selected by the team and representing a real project from their business reality. They are evaluated with their deliverables (according to criteria) and their team presentation. (40%)

V. Language of Instruction

English

➢ **3rd Semester -6th period**

Full Time Cohort

MANAGERIAL ECONOMICS

Core Course, Master's Level

Year of Study: 2nd year Full Time.

Semester and Period: Third semester, Period September-November.

Instructor:

- Stella Tsani, Assistant Professor, University of Ioannina, e-mail: stellatsani@aueb.gr

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The course is designed to provide a comprehensive overview and analysis of the economic principles and methodologies essential to decision making and firm management. The course introduces the application of the economic concepts and analysis to the problems of rational managerial decision making. The course brings economic theory in practice through a managerial perspective. Topics covered include demand, supply, pricing and production decisions, market structure, strategic interaction and strategic decisions, business practices such as price discrimination and mergers and acquisitions, strategic behavior and performance of firms in a variety of market and non-market environments and socio-economic considerations such as sustainability and resilience in times of crisis. Upon completion students should be able to understand how markets operate and how market powers impact on firm decision making and strategic planning. The course complements further studies in management, accounting, finance and marketing.

II. Objectives of the Course - Learning Outcomes

After successfully completing the course, students will:

- Apply economic tools for business decision making in modern economic environments.
- Understand the concepts of demand and supply in the market operations and the importance of equilibrium to efficient allocation of resources.
- Understand and critically assess the concept of market efficiency.
- Apply techniques for efficiency assessment and achievement in business operations and decision making.
- Apply economic analysis to optimize business decision making in real world environments.
- Conceptualize and analyze production costs and their impact on firm's decisions.
- Understand the different market types (perfect competition, monopoly, oligopoly) and how price, output and profits are determined in each case.
- Understand different business practices such as price discrimination & mergers and acquisitions.
- Understand the reasons and the consequences of government intervention in the market.

- Understand the concepts of externalities and public goods and their importance to firms.
- Understand and analyze consumer and producer behavior.
- Apply modern tools for decision making and strategy analysis.
- Understand and critically evaluate firm strategic options in a changing socio-economic environment.
- Understand and apply sustainable development approaches and strategies in firm decision making.

III. Teaching Methods

The module develops in lectures, case studies' analysis and class presentations. Students are expected to be prepared and actively participate in class and to engage in discussions.

IV. Course Evaluation – Assessment Methods

- ✓ Module project: 40% of final grade
- ✓ Final written exam: 60% of final grade

V. Language of Instruction

English

INTERNATIONAL BUSINESS

Core Course, Master's Level

Year of Study: 1st year Full Time

Semester and Period: Third semester, Period: September- November.

Instructor:

- Panagiota Sapouna, Adjunct Lecturer and Research Fellow, AUEB.

Tel: 210 8203 563, e-mail: sapouna@aueb.gr, Office: 12 Kodrigktonos Street, 4th floor

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The International Business course addresses aspects related to the modern firm, the challenges it faces and opportunities it may pursue abroad through implementation of appropriate strategies.

Internationalization of the firm is one of the most important trends taking place in business nowadays. When the firm expands in the international marketplace, it has to adjust its internal competencies and resources and formulate its strategies in order to exploit opportunities abroad that may shape the firm's growth worldwide and avoid threats in the international environment.

The IB course covers the key elements of the international business environment (the external environment), and the strategic decision-making inside the firm (the internal environment) with specific reference to IB theories and frameworks. In this course we will, also, discuss and differentiate methods and strategies that companies use to analyze, enter and develop business in foreign markets. This will cover international market research methods, and strategic international market development decisions.

Additionally, it focuses on the emergence of international firms (small and large) in all parts of the world, managerial challenges and implications of going international, and the competing and complementary goals of governments and international businesses. The latter includes discussion of frameworks to help us understand economic and political integration processes.

Answers will be provided to questions such as "Why do firms go international?", "Which markets should a firm choose to enter?", "Which methods should they choose?", "How should they manage the internationalization process?", "What is regional economic integration and what challenges modern firms face when going international?", "What are the instruments of government intervention and how can firms respond to these?", and "What role do developed, developing and emerging markets play and how can they influence international business activities?"

It is likely that an ability to use the knowledge gained in previous modules will help the students. However, this module places particular emphasis on the global context of doing business across and between national boundaries and requires engagement with the International Business academic literature.

II. Objectives of the Course - Learning Outcomes

The students taking this course should be able to:

- LO1. Understand why international business takes place currently at an unprecedented rate.
- LO2. Discuss the key elements of the international business environment (the external environment), and the strategic decision-making inside the firm (the internal environment)
- LO3. Explore challenges for the firm going abroad.
- LO4. Investigate the different modes of entry and international strategies for the internationalized firm.
- LO5. Understand the nature and the instruments of government intervention.
- LO6. Explain the role of developed, developing and emerging markets in international business.

III. Teaching Methods

The course is taught in:

- Lectures/discussion
- Guest lectures
- Case / research project discussion
- Interactive in-class activities
- Live online polls

IV. Course Evaluation

1. Final Exam	50%
2. Individual class contribution	10%
3. Group research project (PowerPoint presentation and written report)	40%

V. Language of Instruction

English

Part Time Cohort

BUSINESS STRATEGY

Core Course, Master's Level

Year of Study: 2nd year Part Time.

Semester and Period: Third semester, Period October-December.

Instructor:

- Alexandros Papalexandris, Assistant Professor, AUEB, e-mail: alexp@aueb.gr

Telephone: +30 210 8203-471, Office: 7th floor, Derigny 12, 10434 Athens

Office Hours: By appointment

I. Course Overview

Strategy is considered to be the queen of the managerial disciplines and a key success factor in all areas of human activity. The purpose of strategy is to improve the ability to shape and adapt to unfolding circumstances. As such, strategic actions are purposeful, deliberate and meaningful, with the goal of linking now with a desired future state. Given their paramount importance, strategic decisions are rarely straightforward or simple. This is because they involve value judgments that depend to a large degree on people's attitudes, perceptions and assumptions. This is why so many strategic decisions turn out to be ill-judged. In this respect, strategic management is concerned with complexity arising out of ambiguous and non-routine situations with organization-wide rather than operation-specific implications.

Strategy has always been considered important. As early as 400 BC Sun Tzu wrote about strategy in his famous book Art of War "…it is a question of life and death". However, the conceptualization of 'strategy' as a construct is far more abstract than what is typically depicted in literature and practice. The word 'strategy' is now applied to almost every management activity to add misleading rhetorical weight. In contemporary business settings, strategy can provide the direction and scope of the organization over the long term, in order to achieve competitive advantage in a changing environment. Without a strategy the organization is like a ship without a rudder, going around in circles. In this respect, there are numerous examples of how a successful strategy can lead to success, even in cases where resources are limited and are not overwhelmingly superior to those of competitors.

The course will help students understand and evaluate strategy and strategic choices, so as to answer the question "Why are some firms more successful than others?" To this end, students will learn specific tools and methods that can aid them in designing and evaluating appropriate strategies for different companies that possess disparate resources and capabilities and operate in diverse micro and macro environments. Furthermore, students will learn how to formulate implementation plans and control strategy execution so as to attain a sustainable competitive advantage. At a broader level, this course seeks to develop students' capability for strategic thinking and creativity, enhancing their capacity to effectively tackle complex strategic situations.

II. Objectives of the course - Learning Outcomes

After successfully completing the course, students will:

1. Understand the concept of strategy and its role in achieving sustainable competitive advantage.
2. Realize the complexities of strategy formulation and implementation, and the requirements for the successful application of a new strategy.
3. Be acquainted with best-practice tools and methodologies for analyzing the internal and external business environment and for determining the appropriate strategic position of the organization.
4. Familiarize themselves with stakeholders' expectations and aid them in successfully managing these expectations to achieve superior performance.
5. Be Accustomed with the concepts of resources and capabilities and signify their importance in strategy formulation and implementation.

III. Teaching Methods

Case studies and examples from practice will be employed to acquaint students with the concepts of strategy formulation, implementation and evaluation, and specific tools will be presented, analyzed and applied so as to develop their strategic skills. Furthermore, through class presentations and group discussions, students will sharpen their report writing and presentation skills and will develop their problem solving and decision-making capabilities.

IV. Course Evaluation – Assessment Methods

The course grade will be based on the following:

1. Class participation and case study presentation 25%

2. Final exam 75%

Class participation and case study presentation will be evaluated on the basis of interest and the participation in the class discussions and the presentation of the case.

V. Language of Instruction

English

INTERNATIONAL BUSINESS

Core Course, Master's Level

Year of Study: 2nd year Part Time

Semester and Period: Third semester, Period: September- November.

Instructor:

- Panagiota Sapouna, Adjunct Lecturer and Research Fellow, AUEB, E-mail: sapouna@aueb.gr, Tel: 210 8203 563, Office: 12 Kodrigktonos Street, 4th floor

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

The International Business (IB) course addresses aspects related to the modern firm, the challenges it faces and opportunities it may pursue abroad through implementation of appropriate strategies.

Internationalization of the firm is one of the most important trends taking place in business nowadays. When the firm expands in the international marketplace, it has to adjust its internal competencies and resources and formulate its strategies in order to exploit opportunities abroad that may shape the firm's growth worldwide and avoid threats in the international environment.

The IB course covers the key elements of the international business environment (the external environment), and the strategic decision-making inside the firm (the internal environment) with specific reference to IB theories and frameworks. In this course we will, also, discuss and differentiate methods and strategies that companies use to analyze, enter and develop business in foreign markets. This will cover international market research methods, and strategic international market development decisions.

Additionally, it focuses on the emergence of international firms (small and large) in all parts of the world, managerial challenges, and implications of going international, and the competing and complementary goals of governments and international businesses. The latter includes discussion of frameworks to help us understand economic and political integration processes.

Answers will be provided to questions such as "Why do firms go international?", "Which markets should a firm choose to enter?", "Which methods should they choose?", "How should they manage the internationalization process?", "What is regional economic integration and what challenges modern firms face when going international?", "What are the instruments of government intervention and how can firms respond to these?", and "What role do developed, developing and emerging markets play and how can they influence international business activities?"

It is likely that an ability to use the knowledge gained in previous modules will help the students. However, this module places particular emphasis on the global context of doing business across and between national boundaries and requires engagement with the International Business academic literature.

II. Objectives of the course - Learning Outcomes

The students taking this course should be able to:

- LO1. Understand why international business takes place currently at an unprecedented rate.
- LO2. Discuss the key elements of the international business environment (the external environment), and the strategic decision-making inside the firm (the internal environment)
- LO3. Explore challenges for the firm going abroad.
- LO4. Investigate the different modes of entry and international strategies for the internationalized firm.
- LO5. Understand the nature and the instruments of government intervention.
- LO6. Explain the role of developed, developing and emerging markets in international business.

III. Teaching Methods

The course is taught in:

- Lectures/discussion
- Guest lectures
- Case / research project discussion
- Interactive in-class activities
- Live online polls

IV. Course Evaluation

COURSE REQUIREMENTS:

1. Class participation during lecture discussion
2. Student group assignments
3. Attendance and participation are necessary and required

1. Final Exam	50%
2. Individual class contribution	10%
3. Group research project (PowerPoint presentation and written report)	40%

V. Language of Instruction

English

- **3rd Semester-7th Period**

Part Time Cohort

Business Ethics & Corporate Governance

Core Course, Master's Level

Year of Study: 2nd year Part Time.

Semester and Period: Third semester, Period November-January.

Instructors:

- Prof. Spyros Lioukas, Emeritus Professor of Strategy, AUEB, scl@aueb.gr, Tel: 6977303090
- Maria Fotaki, Visiting Faculty, mfotaki@aueb.gr, Tel: 6977211740, Office: Kodriktonos 12, 4th floor

Office Hours: Please contact by e-mail for making appointment.

I. Course Overview

This course is about the purpose of business. It is about how firms can contribute to the society, a country and even on life in earth. It is about the interdependence between a business and its economic, social and ecological environment. It is about how this interdependency can be managed for the better performance of a business and a society as a whole. Being, therefore, at the interface of strategic direction, business and society, this course aims at increasing students' awareness of ethical and social issues & dilemmas in decision-making and management at the individual and organizational level as well as of issues and dilemmas in the corporate conduct and control. It also seeks to develop knowledge and skills to create and implement integrated social responsibility strategies and governance practices with a long-term impact.

The course begins with an introduction to ethics at the individual and business level so that student can identify ethical issues at the individual and business level and develop their ethical reasoning capabilities. Business Ethics refer to principles and standards that determine the way we act and interact in our professional environment. It also concerns organizational models and systems in relation to transparency and anti-corruption. Next, the course covers how modern corporations address their social responsibilities.

Corporate Social Responsibility (CSR) refers to 'ethics at large', i.e., to the ethical and discretionary responsibilities of firms towards society that extend beyond their economic and legal obligations. Today an increasing number of corporations worldwide try to redefine their business strategies and adopt practices that embrace not only financial but also environmental and social aspects. These efforts range from mainstream corporate social responsibility (e.g., donations), to more business-related initiatives, such as reducing energy use in operations, committing R&D resources to sustainable products, supporting the local producers, etc. Yet only a relatively small number of firms have actually integrated social and environmental aspects into their business models and possess a corporate governance structure that supports sustainability.

Last, the course engages with ideas how corporations should be governed so as to be able to protect and create value for all their stakeholders. Corporate Governance (CG) broadly defined as "the system by

which companies are directed and controlled", has attracted unprecedented resonance over the last decade as the power and impact of corporations on society has risen. We are over a decade after the financial crisis of 2008 and still numerous corporate wrongdoings make headline news around the world building up some very important questions on what actually 'corporate accountability' is. Governments, businesses and people do not agree on whose interests should be primarily taken into account into corporate decision making or how corporations should be governed. These debates are even more intense under the various extreme institutional environments in today's global economy, such as for example in the face of the sustainability megatrends, such as climate change, natural resource scarcity, and the growing wealth gap.

You will get familiar with the key ethical, social, environmental and governance challenges firms are facing today, you will be able to act and manage with regard to the rising stakeholders' expectations and you will understand the transformation of corporate responses from peripheral activities and philanthropy to more strategic forms of CSR and CG that can create value for all stakeholders.

II. Objectives of the Course

After successfully completing the course, students will be able to accomplish the following *learning outcomes*:

- Recognize and understand key issues, concepts and mechanisms in work environment with respect to ethical, social and environmental considerations.
- Understand ethical approaches in decision making and their application at the individual and organizational level.
- Identify key stakeholders and assess stakeholders' impact, prioritize social issues and create a corporate social agenda.
- Have an overview of the concepts, rationales and frameworks of corporate social responsibility (CSR).
- Have a good knowledge of current trends and challenges in corporate social responsibility and sustainability, of the international standards applied and the structuring and organizing of CSR policies.
- Build from zero a department that creates social value and maintains a good reputation as a socially responsible company. Learn building blocks of managing compliance, oversees bribery, CEO and board engagement, suppliers and supply chain sustainability and social risks.
- Understand the different types of CSR engagement and the concept of Creating Shared Value (CSV).
- Understand the ways of creating shared value (product/services, value chain, and community).
- Have a good knowledge and understanding of the fundamental theories and approaches in corporate governance and get acquainted with the current debate and the international best practices of good corporate governance.
- Critically evaluate the social responsibility and corporate governance stance and practices in their business context, or of a target firm.

III. Teaching Methods

The pedagogical approach includes lectures, readings, case-studies, class labs, videos and online simulations. The pedagogical approach includes also guest speakers and debates that infuse real considerations of anticorruption, social responsibility and governance issues confronting professionals at different levels in organizations.

IV. Course Evaluation - Assessment Methods

- ✓ Mini - Group Presentation in Class– 10% of Final Grade
- ✓ Group Project – 40% of Final Grade
- ✓ Written Exam - 50% of Final Grade

V. Language of Instruction

English

GRADUATION PROJECTS

Immersion Project – Full Time Program

The Immersion Project, which includes a Field Study Project, an Entrepreneurial Project, or an Internship, is a capstone component of the Full-Time program. It runs between June and December as the MBA International Graduation Project for the Full-Time class. It offers students the opportunity to immerse themselves in a business environment by working for three months on a business challenge or an entrepreneurial idea. The Internship option is available to students who want to make a career turn and explore a new business environment in Greece or abroad.

Integrated Impact Project – Part Time Program

Towards the end of the study program, all Part-Time students are required to undertake a 2-credit (4 ECTS) graduation project, the Integrated Impact Project (IIP).

The IIP should start latest in period 5 the second academic year and can last until end October the same year (May – October), and is normally executed in teams of 3-5 students.

There are three requirements on the IIPs:

1. The project should adopt a strategic perspective on a business issue that integrates several functional/disciplinary aspects, e.g., Marketing, Finance, HR/OB, Logistics, Operations, Product/Service Development, IT/IS implementation.
2. The specifications and outcomes of the project should have an impact beyond the operational day-to-day activities of the company or organization. As such, it would normally involve some element of innovation, new business development, change and/or transformation, which corresponds to the impact that the results of the project will have on the company/organization.
3. There should be a formal collaboration with a company or an organization, identified, selected and approached by the students themselves. It can very well be the organization in which one of the team members work in parallel to studying in the Part Time program. Alternatively, the project can comprise an entrepreneurial activity, e.g., development of a business plan.

PART III: INFORMATION FOR THE STUDENTS

GENERAL INFORMATION FOR THE STUDENTS

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 fulfil 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.

Meals
In the main building of the University there is a restaurant where all members of the university community can enjoy meals for free or by paying a minimum fee. Free meals are granted to those who meet special conditions (by contacting the Student Club).

Medical Services, Insurance / Healthcare
Undergraduate, postgraduate and PhD students of 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. The doctor΄s office is located in the main building and operates on some working days as announced. A psychiatric counselling service also operates at the University, staffed with a physician specializing in the treatment of mental health issues. More information can be found here https://www.aueb.gr/en/content/health-care .

Services/Facilities to Students with Special Needs
Athens University of Economics and Business ensures the facilitation of students with special needs for access to the university buildings through ramps, lifts and other equipment. There are also specific exam regulations for students with special needs.
In addition, the Library provides students with visual impairment with aids to access online the proposed reading lists of the courses taught at the University. In this context, the Association of Greek Academic Libraries has developed a multimodal electronic library called AMELIB. Entry to this service requires user authentication as well as username and password. More information can be found on the Library website https://www.aueb.gr/en/lib/content/users-additional-needs .

Student Financial Aid – Scholarships and Awards
Athens University of Economics and Business offers scholarships to undergraduate and graduate students in order to support them and to award and encourage excellence. The resources for these scholarships come from the Institution itself or from partnering organizations. More information about scholarships, according to the level of studies, can be found here https://www.aueb.gr/en/content/scholarships .

Library and Study Rooms

The Library & Information Center of the University was established in 1920 and operates on the first and second floor of the University's main building. The AUEB Library is a member of the Hellenic Academic Libraries Association (Heal-LINK), the European Documentation Centres Europe Direct and the Economic Libraries Cooperation Network (DIOB).

Three Documentation Centres operate within the Library:

- The European Documentation Center (KET) since 1992,
- The Organization for Economic Cooperation and Development (OECD) Documentation Center since 1997,
- The Delegation Center of the World Tourism Organization (WHO) hosting publications since 2004.

The Library contributes substantially both to meeting the needs for scientific information of the academic community and to supporting studying and research of students. This objective is achieved through the unified organization of collections and the coordination of the services provided. The Library provides access to:

- Its printed collection of books and scientific journals,
- Course books used in classes,
- Its collection of electronic scientific journals
- Its collection of e-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
- Audio-visual material
- Information material (encyclopaedias, dictionaries)
- Collection of official government publications of the European Union, the OECD and the WCO
- Databases on the issues adopted 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 can be found here 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 by 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. Within the framework of this Program, the University collaborates with more than 220 European Institutions on the subjects that its Departments encompass. It is worth mentioning that more than 7,000 students have participated in the "Erasmus" Program to date. Of these, approximately 4,000 AUEB students have attended courses at Associate Universities in Europe and about 3,000 foreign students who have completed a period of study at AUEB ensure accreditation through the Credit Transfer and Accumulation System (ECTS).

Finally, AUEB, adopting the internationalization and extroversion strategy, has been successfully participating in the International Credit Mobility Program with the aim of developing international collaborations in education and research with Partner Universities in countries outside the EU via:
a) student mobility b) short-term teaching staff mobility and c) teaching / administrative staff training mobility. The Program was first implemented in the academic year 2015-2016, and since then a total of 52 students and staff members moved from and to 8 Partner Institutions in countries outside the EU (USA, Canada, Singapore, Russia, South Korea, Armenia). More information can be found in the here https://www.aueb.gr/en/content/erasmus-programme

Foreign Language Courses
Knowledge of foreign languages is a necessity in today's educational and professional context. The Student Club offers opportunities of attending foreign language classes. Classes are held in English, French, German, Spanish, Italian and Russian, and new language seminars are available upon request. More information can be found here https://www.aueb.gr/en/content/foreign-languages-university-student-club .

Connections with the Job Market and Entrepreneurship
DASTA AUEB is the University's Employment and Career Unit that plans, coordinates and implements actions related to:

a) Entrepreneurship and innovation
b) Connecting students and graduates with the labor market
c) Connecting the academic community with businesses
d) Offering internships, and
e) Supporting dissemination of research output.

DASTA is structured in three units:

a) the Internship and Career Unit, that focuses on supporting our students and graduates in their professional development. The Unit also offers consulting services to students and graduates regarding work and educational future.
b) the ACEin Unit (Athens Center for Entrepreneurship and Innovation). Its goal is to support business ventures focused on implementing an innovative idea, develop a sustainable business effort or exploit the results of their research. At the same time, the Unit organizes actions that are part of a wider network between the Unit and the market in specific productive sectors.

More information can be found here https://www.aueb.gr/en/dasta

Athletic Activities
Students can participate in individual and team sports activities through the Department of Physical Education, which is staffed by University personnel, as well as a number of part-time instructors specialized in various sports. The University cooperates with the City of Athens Culture, Sports and Youth Organization and uses public and private sports facilities. More information can be found here https://www.aueb.gr/en/content/athletic-activities

Cultural Activities
To fulfil its purpose of providing a multidimensional study experience at AUEB, the Student Club organizes various cultural activities, such as theatre, traditional dance, choir, photography, cinema,

rhetorical club and Model Of United Nations (MUN). More information can be found here https://www.aueb.gr/en/content/cultural-activities

Student Organizations and Clubs

Various student organizations and clubs are active within the AUEB community, including AIESEC, Erasmus Club, Investment Club, Entrepreneurship Club ThinkBiz, and other. More information can be found here https://www.aueb.gr/en/content/student-clubs

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 of the fact 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 where all graduates of the University can register. The main goals 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. More information can be found here https://alumni.aueb.gr/en

Volunteer Program

AUEB's Volunteer Program was launched in September 2017 and since then has brought more than 450 volunteers to for-impact organizations around Athens, implementing more than 50 volunteer activities. The aim of "AUEB Volunteers" is to give the chance to the members of university's community, i.e. students, faculty and administrative staff, to experience volunteering so as to highlight the value of participation and contribution to society and the university, as well as to sensitize more citizens about crucial social issues. More information can be found here https://auebvolunteers.gr/english-intro/

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 .

Education and Lifelong Learning Center

The Center for Education and Lifelong Learning (KEDIVIM / AUEB) ensures the coordination and interdisciplinary cooperation among all University entities in the development of continuous education programs, which complement and upgrade the skills and competences of the program participants. These programs build on participants earlier formal education, vocational training and professional experience. The aim is to facilitate job market integration, career and personal development. More information can be found here https://www.aueb.gr/en/content/kedivim-opa