

DECISIONS

No. 18041

Update of the Regulation for the Operation of the Interdepartmental Postgraduate Studies Program "MBA International / Master in Business Administration - MBA International" of the Departments of Management Science and Technology, Business Administration, Accounting and Finance, and Marketing and Communication of the School of Business of the Athens University of Economics and Business.

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The Senate of the Athens University of Economics and Business (1st Meeting / 14.09.2023/5C)

Having regard to:

1. The provisions of Law 4957/2022 "New Horizons in Higher Education Institutions: Strengthening the quality, functionality and connection of the Higher Education Institutions with the society and other provisions" (A 141), in particular Article 16 par. b and 4w, Article 79 par. 2c and Article 80,
2. Art. 5 par. 2 point (i) of Law 3469/2006 "National Printing Office, Government Gazette and other provisions" (A' 131),
3. Article 90 of the Code of Legislation for the Government and Governmental Bodies (p.d. 63/2005, A' 98), which was maintained in force with Article 119 point 22 of Law 4622/2019 (A' 133),
4. the Act No. 4503/01.09.2022 (Online Publication No.: ΨΒΑΨ469Β4Μ-ΨΛΙ) dated 01.09.2022 of the Rector on the reconstruction of the Senate of the Athens University of Economics and Business,
5. the decision 5585/26.07.2018 (B '3841) of the Senate of the Athens University of Economics and Business (17th meeting/16.07.2018) concerning the re-establishment of the Interdepartmental Postgraduate Studies Program (IPSP) entitled: "MBA international / Master in Business Administration - MBA international" of the Departments of Management Science and Technology, Business Administration, Accounting and Finance, Marketing and Communication of the School of Business of the Athens University of Economics and Business,
6. the decision No. 5618/27.07.2018 (B' 3785) of the 17th/10-16.07.2018 meeting of the Senate of AUEB on the Regulation of Postgraduate Studies of the Interdepartmental Postgraduate Studies Program entitled: "MBA international / Master in Business Administration - MBA international" of the Departments of Management Science and Technology, Business Administration, Accounting and Finance, and Marketing and Communication of the School of Business of the Athens University of Economics and Business,
7. the decision No. 6706/08.05.2023 (decision B 3140) of the Athens University of Economics and Business Senate (11th meeting/06.04.2023/5) concerning the Regulation of Postgraduate and Doctoral Programs of AUEB,
8. the decision of the Postgraduate Studies Committee dated 26.06.2023 concerning the preparation of a standard draft Regulation for the Operation of a postgraduate program;
9. the decision of the Programme Steering Committee of the IPSP MBA International / Master in Business Administration - MBA International (1st meeting/11.09.2023) on the approval of the new Regulation of the Interdepartmental Postgraduate Studies Program entitled: "MBA international / Master in Business Administration - MBA international" of the Departments of Management Science and Technology, Business Administration, Accounting and Finance, and Marketing and Communication of the School of Business of the Athens University of Economics and Business, as indicated in the document ΥΣ

923/12.09.2023 of the Head of the Secretariat for Postgraduate and Doctoral Studies of the School of Business,

10. the proposal No. YΣ 929/13.09.2023 of the Vice-Rector on Academic Affairs and Personnel,
11. the fact that, pursuant to Article 90 of the Code of Legislation for the Government and Governmental Bodies, the application of this decision does not result in any expense to the State Budget or the Budget of the Athens University of Economics and Business, decides:

A. The update of the Regulation for the Operation of the Interdepartmental Postgraduate Studies Program "MBA International / Master in Business Administration - MBA International" of the Departments of Management Science and Technology, Business Administration, Accounting and Finance, and Marketing and Communication of the School of Business of the Athens University of Economics and Business, as follows:

REGULATION FOR THE OPERATION OF THE INTERDEPARTMENTAL POSTGRADUATE STUDIES
PROGRAM
"MBA international / Master in Business Administration - MBA International"
OF THE DEPARTMENTS OF MANAGEMENT SCIENCE AND TECHNOLOGY, BUSINESS
ADMINISTRATION, ACCOUNTING AND FINANCE, AND MARKETING AND COMMUNICATIONS
OF THE SCHOOL OF BUSINESS
OF THE ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

GENERAL PROVISIONS

The Interdepartmental Postgraduate Studies Program (IPSP) entitled: "MBA International / Master in Business Administration - MBA International" of the Departments of Management Science and Technology, Business Administration, Accounting and Finance, and Marketing and Communication of the School of Business of the Athens University of Economics and Business, was re-established with the decision No. 5585/26.7.2018 of the Senate of the Athens University of Economics and Business (17th Meeting/16.7.2018). Its operation is governed by the provisions of Law 4957/2022 of this Regulation, the Regulation of Postgraduate and Doctoral Programs of the Athens University of Economics and Business (B 3140/2023) and the relevant decisions of the Senate of the Athens University of Economics and Business.

The Regulation for the Operation of the IPSP "MBA International / Master in Business Administration - MBA International" shall be drawn up by decision of its competent bodies, approved by the Senate, shall be published in the Government Gazette and posted on the website of the IPSP. The Regulation for the Operation may be amended and revised periodically without losing its basic structure and content, following the above procedure.

Article 1

SCIENTIFIC SUBJECT AREA – OBJECTIVE

1. The scientific subject area of the IPSP entitled: "MBA International / Master in Business Administration - MBA International" is Business Administration and specifically covers the following fields:
 - a) Management Science,
 - b) Business Administration and Organization,
 - c) Accounting and Financial Management,
 - d) Marketing and Communication,
 - e) Human Resources Management,
 - f) Economics,
 - g) Information Systems Management,

- h) Technology Management,
- i) International Business.

The IPSP provides specialized knowledge of a postgraduate level in the aforementioned subjects to graduates of the first cycle of studies at domestic or similar foreign institutions.

2. Purpose of the IPSP is the promotion of knowledge and the development of research in the areas of Business Administration and the integration of management, economic, technological and social sectors through an interdisciplinary approach.

It aims at:

- a) the creation of specialized scientists and
- b) the training of senior executives of businesses and organizations to meet the needs of the private and public sector.

3. The IPSP may cooperate with similar postgraduate programs of recognized Higher Education Institutions, domestic and/or foreign. The Coordination Committee (C.C.) of the IPSP through the Programme Steering Committee (P.S.C.) of the IPSP notifies the Senate on any decision of any such cooperation.

4. The IPSP offers Concentrations in selected scientific areas which concern the cognitive fields of the Program and are defined as follows:

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

The Concentration is not a specialization and for this reason it is not indicated in the Academic Transcript and in the Student Diploma Supplement. The Coordination Committee (C.C.) of the IPSP through the Programme Steering Committee (P.S.C.) may amend the above scientific fields.

Article 2

Master Degrees

The IPSP awards a Master's Degree in "MBA International / Master in Business Administration - MBA International".

Article 3

Program Administration Bodies

The bodies competent for the organization and operation of the IPSP in accordance with Law 4957/2022, are:

- a) the Senate of the Institution, which exercises the powers of Article 82 (1) of Law 4957/2022.
- b) the Programme Steering Committee (P.S.C.), which exercises the powers of Article 82 (2) of Law 4957/2022.
- c) the Coordination Committee (C.C.) of the IPSP, which exercises the powers of Article 82 (3) of Law 4957/2022.
- d) the Director of the IPSP who exercises the powers of Article 82 (4) of Law 4957/2022.

Article 4

Number of entrants - Categories of Candidates

1. The number of entrants admitted to the IPSP is set up to a maximum of fifty (50) students for the full-time study program and up to sixty (60) students for the part-time study program per academic year.

2. Holders of a title of the first cycle of studies at a domestic or similar foreign Higher Education Institution (level six (6) of the National and European Qualifications Framework in accordance with Article 47 of Law 4763/2020) can be accepted in the IPSP.

Article 5

Criteria and Procedure for the Selection of Candidates

1. The selection of entrants shall take place in accordance with the provisions of this Regulation.
2. By decision of the P.S.C., a notice for the admission period and process of postgraduate students in the IPSP is published and posted on the website of the IPSP and of the Institution - AUEB. The notice shall contain all relevant details (dates and place of submission of the application, necessary supporting documents accompanying it, etc.). Applications together with the necessary supporting documents shall be submitted electronically or submitted to the Secretariat of the IPSP, within the period specified in the notice and may be extended by a decision of the P.S.C.
3. The necessary supporting documents submitted by each candidate are as follows:
 - a) Application (in electronic and paper form),
 - b) Curriculum vitae in English,
 - c) A copy of a diploma with a detailed score (transcript) for the degrees held by the candidate (of all training cycles). Depending on the country of obtention of the respective degree, the specific documents can be submitted either in Greek or in English,
 - d) Proof of excellent knowledge of the English language which can be justified:
 - da) with language proficiency certificates, such as:
 - daα) Certificate Of Proficiency in English (CPE) of the University of CAMBRIDGE / Certificate Of Proficiency in English of the University of MICHIGAN,
 - daβ) International English Language Testing System (IELTS) from the University of Cambridge Local Examinations Syndicate (UCLES), The British Council and IDP Education Australia IELTS Australia with a score of 6.5 and above
 - day) TOEFL Test with a score of 79 and above,
 - daδ) Candidates from the People's Republic of China may submit CET "College English Test" (CET-4 & CET-6) as proof of excellent knowledge of English, and dae) any other language certificate at level C2, as defined by the Supreme Council for Civil Personnel Selection (ASEP),
 - db) with undergraduate or postgraduate studies from a foreign university where the main language of teaching and examination is English.
 - dc) Those who do not hold the required title during the period of submission of applications must submit a solemn declaration of Law 1599/1986 that their acceptance is conditional on the acquisition of the required proof of knowledge of English at the beginning of the academic year,
 - e) Certificates of other foreign languages, if any,
 - f) GMAT score above 550 (optional, its submission is assessed),
 - g) Two letters of reference from university professors and/or employers,
 - h) Army discharge papers (where applicable),
 - i) Proof of work experience,
 - ia) The part-time program is addressed to employees and the presentation of the relevant work certificate and work experience of at least five (5) years is required.
 - ib) For the full-time program, a relevant work certificate and work experience of at least three (3) years is required.
 - iy) Following a decision of the Director of the IPSP, a candidate's application may be accepted for the part-time or full-time program, with less than the required years of work experience.

4. An application for admission to the part-time program of a non-working candidate unable to meet the obligations of the full-time program for various reasons, such as health or family issues, may be accepted by a reasoned decision of the P.S.C of the IPSP.
5. Applicants with certificates from foreign institutions must submit the relevant equivalence certificates from the Hellenic National Academic Recognition and Information Centre (DOATAP or former DIKATSA). A certificate of equivalence is not required if the graduation institution and the certificate are included in the published Registers of DOATAP (National Registry of Foreign Recognized Higher Education Institutions and National Registry of Foreign Recognized Academic Title Types), in accordance with the rules in vigour. If an institution or certificate has not been registered by DOATAP in the above registries, the BoD of DOATAP examines, ex officio or at the request of the bodies of Article 304 (4) of Law 4957/2022, whether the conditions of this Chapter are met and, by its decision, includes them in the registries.
6. The selection criteria for the candidates are:
 - a) GPA and year of acquisition of the degree of the first cycle of studies,
 - b) Duration and type of work experience,
 - c) Professional skills,
 - d) Knowledge of English at the level of excellent knowledge,
 - e) Interview,
 - f) Two letters of reference from university professors and/or employers,
7. The details of application of the criteria (e.g., credits, coefficients) are decided by the P.S.C.
8. The selection procedure is as follows:
 - a) The Applications Evaluation Committee is appointed by the C.C. and consists of three (3) members.
 - b) The Secretariat of the IPSP draws up a complete initial list of applicants.
 - c) The Applications Evaluation Committee:
 - ca) Rejects candidates who do not meet the selection criteria;
 - cb) Scores candidates according to the criteria decided;
 - cc) Calls for an interview those candidates who meet the criteria set,
 - cd) Based on the final score of the candidates, prepares the final selection list of the successful candidates and any runners-up,
 - ce) From the day of publication of the results and within an exclusive deadline of 5 working days, the applicant may submit a written objection to the Candidates Evaluation Committee.
9. The final list of successful candidates and any runners-up is validated by the P.S.C.
10. The successful candidates, after being informed by the Secretariat, are invited to reply in writing within fifteen (15) days, whether they accept their admission to the IPSP. The expiry of the above deadline is equivalent to a refusal of acceptance after which the Secretariat of the IPSP notifies the next candidate in the evaluation line from the relevant list of successful candidates and runners-up. For the inclusion in the IPSP the deposit of an amount of € 1,700 for the full-time program and € 1,900 for the part-time program as the 1st instalment of the tuition fees within fifteen (15) days from the notification of their acceptance is necessary. Upon approval of the P.S.C., for successful candidates and any runners-up from countries outside Greece, from where a visa is required to enter the country, further time may be given for the deposit of this amount.

Article 6 Enrolment

1. The enrolment of the admitted postgraduate students takes place in September of each academic year within deadlines set by the Program Director after approval of the C.C. and the IPSP. For reasons of exceptional necessity, the P.S.C. may, upon a reasoned request by the entrant student, decide that enrolment may take place within one month of the expiry of the deadline. Upon approval of the P.S.C., foreign entrants may be granted an extension at the time of enrolment in case of late entry into the country due to delay in the issuance of the visa.
2. Before enrolling, the candidate shall be informed of this Regulation for the Operation of the IPSP, of the Regulation of Postgraduate and Doctoral Programs of AUEB (B 3140/2023), as well as of the Code of Conduct and Good Practice of the Athens University of Economics and Business (B 7257/2022) and any amendments thereto, and they shall declare in writing that they accept them.
3. Candidates who will not be able to meet the conditions under which they were admitted or leave the IPSP before completing the study program, at any time after accepting the position offered to them, are not entitled to any refund. By way of exception, by decision of the competent body of the IPSP, the amount paid as the 1st instalment shall be refunded, if the candidate is accepted and enrolls at a later time in another Postgraduate Studies Program of AUEB. This possibility is exhausted at the end of the academic year during which they applied and got accepted into the Program (31 August).
4. By decision of the P.S.C. of the IPSP a transfer of students from the full-time program to the part-time program may be authorized upon a reasoned request by the applicant. This transfer cannot take place after the first academic semester of the first year of enrolment has been completed.

Article 7 Duration of Studies - Terms of Study

1. The duration of studies for the award of the Master's Degree is set at three (3) semesters for the full-time program and five (5) semesters for the part-time program, which includes the preparation time of a master's thesis – Graduation Project.
2. The maximum time allowed for completion of the studies is set at six (6) semesters for the full-time program and eight (8) semesters for the part-time program, including the completion of the Graduation Project. In exceptional cases, such as illness, serious family reasons, conscription, it is possible to grant an extension of studies for up to one year, following the presentation of the necessary supporting documents by the postgraduate students and a reasoned decision of the P.S.C., in addition to the maximum time limits provided for.
3. Upon request, the postgraduate student may ask for a reasoned temporary suspension of studies which shall not exceed two semesters in total. The semesters when the student status is suspended shall not be counted against the prescribed maximum duration of studies. The student, upon their return, continues to be part of the program of their enrolment, either the Full-Time or Part-Time program. The continuation of the studies, after the suspension, takes place with the rules and regulations of operation of the program upon their return.
4. Postgraduate students have the rights and obligations as defined in this Regulation and in the Regulation of Postgraduate and Doctoral Programs of the Institution (Article 11, B 3140/2023).
5. In order to improve the operation of IPSP in the context of the student-centred approach, a procedure for the management of complaints and objections of postgraduate students of the IPSP

has been put into operation, in order to ensure the quality of the educational and administrative services provided (Decision of the Rector's Council, 19th meeting/23-05-2023).

Article 8 Course Schedule

1. The IPSP commences in the fall semester of each academic year. The total credit units of the program are ninety (90) ECTS. An annex to this Regulation indicates the content of the postgraduate courses as well as the minimum teaching hours per course. The offered elective courses per year are decided by the P.S.C. of the IPSP.

2. During the course of studies, postgraduate students are required to attend and pass the postgraduate courses, assignments, and prepare a graduation project.

3. The classes are held in person, or live by remote learning means, or remotely in accordance with the regulations in force. The organization of the educational procedure by remote learning methods ensures the accessibility of people with disabilities and special educational needs.

4. Classes are held on a weekly basis and are conducted in English.

5. In order to obtain the Master's Degree (MSc), the following are required:

a) Compulsory attendance and successful examination in courses corresponding to eighty two 82 ECTS - Credit Units for the full-time program and eighty-six 86 ECTS - Credit Units for the part-time program.

b) Preparation of a Graduation Project corresponding to 8 ECTS - Credit Units for the full-time program and 4 ECTS - Credit Units for the part-time program.

6. The courses schedule is defined as follows:

α) The courses taught and examined for the Full-Time Program are defined as follows:

CODE	First semester:	Credit Units (ECTS)
<u>Mandatory courses</u>		
bm85101f	Accounting and Financial Reporting	5
bm85110f	Marketing Management	5
bm85109f	Managerial Economics	5
bm85113f	Managing People and Operations	5
bm85107f	Information Systems Management	5
bm85106f	Financial Management	5
Total of Minimum Credit Units and Teaching Hours of the First Semester		30
	Second semester	Credit Units (ECTS)
<u>Mandatory courses</u>		
bm85105f	Entrepreneurship and Business Planning	5
bm85108f	International Business	5
bm85201s	Personal Skills Development	4
<u>Elective Courses</u>		
bm85203s	Investment Analysis	4
bm85207s	Managerial Accounting	4
bm85209s	Corporate Finance	4
bm85205s	Innovation, Creativity and the Management of Technology	4

bm85204s	Global Supply Chain Management	4
bm85224s	Global Sustainability Strategies and Reporting	4
bm85213s	Market Research	4
bm85210s	Entrepreneurship and Sustainable Energy	2
bm85202s	Geopolitics and Business	4
bm85232s	Business Decision-Making Using Artificial Intelligence Techniques	4
bm85212s	Management of Change and Restructuring	4
bm85214s	TOPAZ Management Simulation	4
bm85227s	Managing Digital Organizations	2
Total of Minimum Credit Units and Teaching Hours of the Second Semester		30
	Third semester	Credit Units (ECTS)
<u>Mandatory courses</u>		
bm85104f	Data, Models and Decisions	5
bm85114f	Business Strategy and Ethics	5
bm85115f	Immersion Project	8
<u>Elective Courses</u>		
bm85219s	Consumer Behavior	4
bm85233s	Business to Business and International Marketing	4
bm85226s	Strategic Restructuring in the Healthcare & Life Sciences Sector	4
bm85217s	Mergers and Acquisitions	4
bm85218s	Project Finance	2
bm85230s	Business Intelligence and Analytics	4
bm85231s	Leadership in an Exponential World	2
bm85223s	Network Analysis: Applications in organizations, society, and the digital economy	2
bm85222s	Energy Economics and Management	4
bm85221s	International Negotiations	4
bm85211s	Financial Risk Management	4
bm85208s	Project Management	4
Total of Credit Units and Teaching Hours of the Third Semester		30
GRAND TOTAL		90

β) The schedule of the courses taught and examined for the Part-Time program is defined as follows:

CODE	First semester:	Credit Units (ECTS)
<u>Mandatory courses</u>		
bm85101p	Accounting and Financial Reporting	5
bm85112p	Organizational Behavior and HRM	3
bm85111p	Operations Management	5
bm85106p	Financial Management	5
Total of First Semester		18

	Second semester	Credit Units (ECTS)
	<u>Mandatory courses</u>	
bm85107p	Information Systems Management	5
bm85109p	Managerial Economics	5
bm85201s	Personal Skills Development	2
	<u>Elective Courses</u>	
bm85203s	Investment Analysis	4
bm85207s	Managerial Accounting	4
bm85209s	Corporate Finance	4
bm85205s	Innovation, Creativity and the Management of Technology	4
bm85204s	Global Supply Chain Management	4
bm85224s	Global Sustainability Strategies and Reporting	4
bm85213s	Market Research	4
bm85210s	Entrepreneurship and Sustainable Energy	2
bm85202s	Geopolitics and Business	4
bm85232s	Business Decision-Making Using Artificial Intelligence Techniques	4
bm85212s	Management of Change and Restructuring	4
bm85214s	TOPAZ Management Simulation	4
bm85227s	Managing Digital Organizations	2
Total of Minimum Credit Units and Teaching Hours of the Second Semester		18
	Third semester	Credit Units (ECTS)
	<u>Mandatory courses</u>	
bm85110p	Marketing Management	5
bm85104p	Data, Models and Decisions	5
	<u>Elective Courses</u>	
bm85219s	Consumer Behavior	4
bm85233s	Business to Business and International Marketing	4
bm85226s	Strategic Restructuring in the Healthcare & Life Sciences Sector	4
bm85217s	Mergers and Acquisitions	4
bm85218s	Project Finance	2
bm85230s	Business Intelligence and Analytics	4
bm85231s	Leadership in an Exponential World	2
bm85223s	Network Analysis: Applications in organizations, society, and the digital economy	2
bm85222s	Energy Economics and Management	4
bm85221s	International Negotiations	4
bm85211s	Financial Risk Management	4
bm85208s	Project Management	4
Total of Credit Units and Teaching Hours of the Third Semester		18
	Fourth semester	Credit Units (ECTS)
	<u>Mandatory courses</u>	
bm85105p	Entrepreneurship and Business Planning	5
bm85108p	International Business	5

bm85103p	Business Strategy	5
bm85102p	Business Ethics and Corporate Governance	3
Total of Minimum Credit Units and Teaching Hours of the Forth Semester		18
	Fifth semester	Credit Units (ECTS)
<u>Mandatory courses</u>		
bm85115p	Integrated Impact Project	4
<u>Elective Courses</u>		
bm85203s	Investment Analysis	4
bm85207s	Managerial Accounting	4
bm85209s	Corporate Finance	4
bm85205s	Innovation, Creativity and the Management of Technology	4
bm85204s	Global Supply Chain Management	4
bm85224s	Global Sustainability Strategies and Reporting	4
bm85213s	Market Research	4
bm85210s	Entrepreneurship and Sustainable Energy	2
bm85202s	Geopolitics and Business	4
bm85232s	Business Decision-Making Using Artificial Intelligence Techniques	4
bm85212s	Management of Change and Restructuring.	4
bm85214s	TOPAZ Management Simulation	4
bm85227s	Managing Digital Organizations	2
bm85219s	Consumer Behavior	4
bm85233s	Business to Business and International Marketing	4
bm85226s	Strategic Restructuring in the Healthcare & Life Sciences Sector	4
bm85217s	Mergers and Acquisitions	4
bm85218s	Project Finance	2
bm85230s	Business Intelligence and Analytics	4
bm85231s	Leadership in an Exponential World	2
bm85223s	Network Analysis: Applications in organizations, society, and the digital economy	2
bm85222s	Energy Economics and Management	4
bm85221s	International Negotiations	4
bm85211s	Financial Risk Management	4
bm85208s	Project Management	4
Total of Minimum Credit Units and Teaching Hours of the Fifth Semester		18
GRAND TOTAL OF CREDIT UNITS AND MINIMUM TEACHING HOURS		90

7. At the beginning of the academic year and by decision of the competent collective body, preparatory courses of non-compulsory attendance may be offered for the subjects of Accounting, Mathematics, Finance and other related subjects covered by the IPSP, which, in the estimation of the members of the P.S.C, are deemed necessary for the preparation of students.

8. The course schedule may include a range of educational activities aimed at deepening and consolidating students' knowledge at a high level in the scientific areas of the curriculum. Educational activities may include seminars and lectures by specialized individuals, companies-organizations and/or distinguished academics with relevant experience in the subject of IPSP, experiential activities, educational trips, tuition / exercise sessions related to the curriculum, workshops, case studies analysis, educational simulation programs, educational events, preparation and acquisition of professional certifications, training seminars, workshops with distinguished academic and guest speakers, development and implementation/running of business games.

9. The elective courses are common in the Full and Part-Time Programs, which is why they are taught in a joint student class of the above Programs. Modification of the course schedule and redistribution between semesters can be done by decisions of the competent bodies in accordance with the legislation in vigour.

10. The courses/assignments and exams schedule for each period shall be drawn up and communicated at least ten days before the beginning of the period.

11. The postgraduate students declare the courses they will attend on the dates announced by the Secretariat of the IPSP.

12. The two academic semesters are divided into 5 teaching periods.

1st Teaching Period: September - November

2nd Teaching Period: November-January

3rd Teaching Period: January-March

4th Teaching Period: March - May

5th Teaching Period: May-July

Exam periods are set 5 times in each academic year, in the following months:

November, January, March, May, July.

A re-examination period shall be held in September of each academic year.

13. In the event of an impediment to give a lecture, the instructor shall immediately inform the Director of the IPSP and the Secretariat and the lecture shall be rescheduled. The IPSP's students shall be informed about the new date of the lecture in an appropriate manner and within a reasonable time.

14. Attendance of the courses is compulsory. In case the absences in a course exceed 1/3 of the teaching hours, the student is considered to have failed in this course and must re-attend in the next teaching period of the course. The maximum number of re-examinations in the same course is two (2).

15. The IPSP provides allows students to recognize courses from internationally recognized professional certification bodies that contain a significant number of training courses. The recognition is carried out by decision of the competent bodies of IPSP at the request of the postgraduate student. Courses from previous postgraduate degrees cannot be recognised.

Article 9

Examination and Performance Evaluation Rules

1. The evaluation of the courses takes place by written or oral examination, assignment, or a combination of the above, in person or by digital evaluation methods if necessary.

2. The determination of the way and the procedure of assessment of students in a course is the sole responsibility of the instructor to whom the teaching of the course has been assigned by the P.S.C. in the context of this Study Regulation.

3. The final grade for each course is determined by the respective instructors. The individual and group assignments of the students may be taken into account for the grade. The instructor must have informed the students at the beginning of the lectures on the manner of scoring and evaluation of the course.

4. Participation in the exams on the specific date announced in accordance with the Examination Program is compulsory. In the event that a student does not appear, without justification, on a specific examination date, the student forfeits the examination period and is considered to have failed the course.

5. The scoring scale is set from zero (0) to ten (10), including full and half-units. Any grade from 5 and higher is a passing grade.

6. The written examinations are supervised by the professors teaching the course, being assisted, where appropriate, by personnel from the departments of Management Science and Technology, Business Administration, Accounting and Financial Administration, or Marketing and Communication of the School of Business of the Athens University of Economics and Business.

7. In case the student fails a course, they may be re-examined in this course in the re-examination period but can only receive the lowest passing grade.

8. In case the student did not attend the exams, they may be re-examined in the concerned course in the re-exam period and will be graded as follows:

- a) having submitted the required justifying documents, his/her grade will not be affected.
- b) not having submitted the required justifying documents, the grade will be affected as follows:
 - bα) you receive the lowest passing grade of the course in the normal examination period if your grade is higher than that.
 - bβ) you receive the grade of your re-exam if it is similar to or lower than the lowest passing grade of the course in the normal examination period.

9. If the student does not attend the September re-examination period, they must re-attend the course in the next period available.

10. If the student fails a course, which they have already attended twice, they are automatically de-registered and cannot continue the Program.

11. If the limit of absences is exceeded, the postgraduate student must attend the courses again.

12. Each postgraduate student may fail in up to three (3) courses per academic year. By decision of the P.S.C. specific cases of force majeure (illness, workload, etc.) are defined in which a higher number of courses may be allowed to be failed.

13. Re-evaluation of an exam for the student to obtain a passable grade or to improve their score is not allowed. Correction of a grade after its notification by the Secretariat is allowed, if a justified error or cumulative error has been entered (attached in writing), following a document of the instructor and the decision of the P.S.C.

14. The internal rules of operation of the Higher Education Institution regulate: (a) alternative methods for assessing students with disabilities and special educational needs; (b) measures for the

assessment of students who are proven to be ill or recovering from a serious illness during the examination period. Until the issuance of the Internal Rules of Operation of the Institution, they will be regulated by a decision of the Senate.

15. The P.S.C., following a recommendation by the C.C., may decide to de-register postgraduate students (except for the cases provided for in the relevant legislation) in the following cases:

- a) Exceeding the maximum time allowed to complete their studies,
- b) Not fulfilling the financial obligations up to the maximum time allowed for the completion of the studies set out in the Regulation of the IPSP, including the completion of the graduation project, if applied,
- c) The improper fulfilment of other obligations defined by the relevant Regulation,
- d) Behaviour that offends academic ethics under current legislation,
- e) Any academic misconduct. Copying or plagiarising during the exams or in the preparation of assignments, and, in general, any violation of provisions on intellectual property by postgraduate students while preparing their assignments or Graduation Project, shall also be considered as violations,
- f) Request to withdraw by the graduate student themselves.

16. In case of de-registration of the postgraduate student as described above, it is not possible to return any tuition fees paid, unless there are special reasons and the P.S.C. decides on a reasoned basis, following a proposal of the C.C. of the IPSP.

Article 10 Graduation Project

1. The Graduation Project is compulsory and is prepared by full-time students in the third (3) semester while by part-time students in the fifth (5) semester.

- α) There are three (3) alternatives for full-time students: Field Study Project, Internship, Entrepreneurial Project. The above options have the same importance and the same Credit Units as defined in Article 8 (5)(b).
- β) For part-time students, the Graduation Project is the Integrated Impact Project with the Credit Units as defined in article 8 (5)(b).

2. The details of the Graduation Project are defined in the Program Study Guide or in the Graduation Project Guide issued by decision of the P.S.C. and is posted on the IPSP website. If the project is prepared in the form of an internship (for full-time students), the application, preparation, submission and evaluation procedures are defined in the Internship Regulation of the IPSP which is issued by decision of the P.S.C. and is posted on the IPSP website.

3. The members of the faculty of the IPSP Article 83(1) points (a) to (f) of Law 4957/2022 can supervise Graduation Projects provided that they hold a doctorate. By decision of the P.S.C. the supervision of the Graduation Project may also be entrusted to members of the Faculty and Research Academic Personnel (D.E.P.), the Special Educational Personnel (E.E.P.) and the Laboratory Teaching Personnel (E.DI.P.) of the Departments, who have not undertaken teaching work in the IPSP (Article 83 (3) of Law 4957/2022). In exceptional cases of objective failure to carry out supervisory tasks or the existence of another important reason, the P.S.C. may, after justifying its decision, replace the supervisor or a Member of the Three-Member Examination Committee.

4. The language of the Graduation Project is English.

By way of exception and by decision of the P.S.C., the preparation of the project in Greek may be allowed, following a reasoned request by the person concerned, relating to the conditions / specifications of the project.

5. In order to evaluate the Graduation Project, the postgraduate student must present it before the Three-Member Examination Committee. The presentation and examination of the project can take place in person or remotely.

The evaluation is based on specific criteria as defined in the evaluation form. Following the presentation, a report shall be drawn up and signed by the Examination Committee.

6. In case of failure in the examination of the Graduation Project or its non-timely submission, the student may re-submit the project once again, taking into account the comments of the Examination Committee, not earlier than one (1) month, nor later than three (3) months of the initial deadline. In case of a second failure, the student shall be de-registered from the Program following a decision of the P.S.C.

7. The title of the Graduation Project, if approved by the examination committee, is posted on the website of the IPSP. In the context of the confidentiality of personal data and because the Graduation Projects refer to real issues and data of the cooperating companies, it is not deposited in the Library of AUEB but is kept in the Secretariat of the IPSP.

Article 11

Master's Degree Award and Grade

1. Postgraduate students shall complete their studies and be awarded the Master's Degree once they have fulfilled all obligations of the Program, i.e., they have succeeded in the exams of the courses of the Program, their Graduation Project has been approved and they have paid all of their tuition fees. If the above are not fulfilled at the stipulated deadlines, the postgraduate student is only entitled to a simple certificate of successful attendance of those courses (certificate of studies with a detailed score) where they received a passing grade, and are then de-registered from the Program.

2. The final grade of the Master's Degree results from the grade of the total selected courses (core and electives) and the grade of the Final Graduation Project calculated from zero (0) to ten (10) including percentage units and half-units.

3. The grade of the Master's Degree certifies that the postgraduate student has successfully completed their studies. The awarded Master's Degree bear the indications "Good", "Very Good", "Excellent", corresponding to the following grades:

⇒ "Excellent" from 8.51 to 10

⇒ "Very Good" from 6.51 to 8.50

⇒ "Good" from 5 to 6.50

4. Until the award of the degree, a certificate of completion of studies, indicating the date of completion of the student's academic obligations, may be issued by the Secretariat of the IPSP.

Article 12

Faculty Advisor for Postgraduate Students

For each postgraduate student, a member of the Faculty is appointed by the P.S.C. as a Faculty Advisor, with the aim of supporting the students during their studies according to the decision of the Senate of AUEB (6th meeting / 12-01-2023) and the Regulation of Postgraduate and Doctoral Studies Programs of the Institution (Article 12, B 3140/2023).

Article 13

Funding Sources - Tuition Fees

1. The funding of the IPSP may come from: donations, contributions, bequests, sponsorships, research programs, EU or other international organizations, tuition fees, and other sources, as provided for by the legislation in force.

2. The tuition fees for the attendance in the IPSP are set for the full-time program at nine thousand seven hundred euros (€ 9,700) and for the part-time program at nine thousand nine hundred euros (€ 9,900).

α) The tuition fees are deposited in fixed instalments. For the full-time program, the following are defined:

- € 1,700 upon acceptance of the position,
- € 3,000 by the end of December,
- € 3,000 by the end of March,
- € 2,000 by the end of May.

β) For the part-time program the following are defined:

- € 1,900 upon acceptance of the position,
- € 2,000 by the end of January of the first year of studies,
- € 2,000 by the end of May of the first year of studies;
- € 2,000 by the end of October of the second year of studies;
- € 2,000 by the end of March of the second year of studies.

γ) The above instalments may be adjusted by decision of the competent body.

3. Postgraduate students must pay all their financial obligations on time at the above defined instalments and within the defined deadlines.

4. In case of non-compliance with the financial obligations, it is possible to temporarily suspend the studies or to de-register the student from the Program, following a decision of the P.S.C.

5. Registered students of the IPSP may study free of charge in accordance with the legislation in force. According to Law 4957/2022 (A 141), exemption from tuition fees of up to 30% of students of the programs that meet the applicable legal requirements is provided.

Article 14

Scholarships - Awards

1. The IPSP may grant scholarships based on objective, academic, economic and social criteria to students, in accordance with a decision of the P.S.C., which shall specify the amount and number of scholarships, the criteria and the relevant supporting documents, the granting procedure for scholarships, as well as the obligations and rights of fellows. In the event that a student that has been granted a scholarship is not in compliance with their obligations, the P.S.C. shall withdraw their scholarship.

2. The IPSP may also award prizes to students with outstanding performance, according to criteria and procedure determined by a decision of the P.S.C.

3. In addition, the IPSP may, after a reasoned decision of the P.S.C., exempt students in whole or in part from the obligation to pay tuition fees, subject to the provision of a project to the Program or the Institution.

Article 15

Instructors of the IPSP- Assignment of teaching

1. Each course is taught by one or more instructors. The assignment of teaching load in the IPSP is carried out in accordance with the provisions in force.

2. The obligations of instructors shall include, inter alia, the provision of information to students about the description of the course, the summary and title of the lectures with a reference to the relevant literature, the manner of examination of the course, the supervision of the Graduation

Project, the communication with postgraduate students. It is suggested that the teaching staff should use the digital platform of the University or the IPSP or the course they teach, if such a platform is available, which shall include notes, presentations, aids, etc.

Article 16

Graduation

1. A student who has successfully completed their postgraduate studies takes an oath at a graduation ceremony in front of the Rector or the Vice Rector as a representative of the University Leadership, the Dean of the School, the Head of the Department and the Director of the IPSP. The graduation ceremony is not an integral part of the successful completion of studies, but it is a prerequisite for the award of a master's degree.

2. For reasons of force majeure and by request to the Secretariat of the IPSP, the graduate student may request the grant of the title without taking part in the graduation ceremony or request to take part in the next graduation ceremony. Prior to their graduation or discharge, a certificate may be issued to the graduates for the successful completion of their studies.

3. Graduates who do not wish to take an oath of a religious type are allowed to simply swear on their honour and conscience.

Article 17

Administrative - Financial Support

1. The IPSP is supported by the Department of Postgraduate and Doctoral Studies of the School of Business of AUEB, according to the decision No. 6094/27-09-2019 of the Senate of AUEB. (G.G. 3803 B').

2. The IPSP also has its own dedicated secretariat, which serves the students and faculty of the Program and assists the work of the C.C. and the P.S.C. and the Director.

3. The financial management and execution of the budget of the IPSP shall be carried out by the Research Center (R.C./AUEB in accordance with the applicable regulations.

Article 18

Duration of validity

The IPSP "MBA international / Master in Business Administration - MBA International" in this format will operate until the academic year 2028-2029 in accordance with the applicable regulations.

Article 19

Transitional provisions

1. This Regulation applies to students enrolled at the beginning of the academic year 2022-2023, as well as to students enrolled and beginning their studies from the academic year 2023-2024.

2. Any matters not regulated in this Regulation will be regulated by decisions of the competent bodies in accordance with applicable law.

B. As of the publication hereof, the decision No. 5618/27.07.2018 (B'3785) of the 17th/10-16.07.2018 meeting of the Senate of AUEB on the Regulation of Postgraduate Studies of the Interdepartmental Postgraduate Studies Program entitled: "MBA international / Master in Business Administration - MBA international" of the Departments of Management Science and Technology, Business Administration, Accounting and Finance, Marketing and Communication of the School of Business of the Athens University of Economics and Business, as amended and in force, shall not apply.

Appendix - Course content - Minimum teaching hours

Core courses Full-Time Minimum Teaching Hours (28)

bm85101f - Accounting and Financial Reporting 28 Hours

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 determine, assess and evaluate firm performance, liquidity and financial position. Although it is not intended as a course for people who want to become accountants, students will benefit the most since it improves their understanding of how accounting concepts and practices are perceived and used by managers. During the course we will focus on how financial accounting systems work. Among the topics to be covered are an exploration of the content and structure of financial statements and their analysis.

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

1. To indicate the usefulness of financial accounting information as a communication mechanism.
2. To prepare students to obtain additional knowledge and to facilitate subsequent learning regarding the understanding of financial statements and the main methods of their analysis and evaluation.

bm85104f - Data, Models and Decisions

This course introduces students to the fundamentals of Operations Research / Management Science and aims to present the decision-making process and its applications for solving complex business problems. Specifically, it deals with creating conceptual backgrounds, mathematical models (e.g., models, methodologies, techniques, concepts, systems, etc.) and the development of tools for systematic decision-making in real business situations. Focus is given on examining and understanding the various models, their applications in various areas of operation, intuitive and their economic importance in decision-making and the application of modern software tools in decision-making. The course will cover 3 main categories, namely linear programming models, integer programming models and decision trees, while in parallel it will refer to multi-criteria and simulation models. Together with the theory and methodology, for each model category the students will be exposed to the use of software tools, based mainly on Microsoft Excel, and they will have the opportunity to test their skills on various problem settings.

bm85105f - Entrepreneurship and Business Planning

Entrepreneurship is a "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 ideas, and advances with evaluating business models for sustainable development, 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. It discusses a variety of contemporary issues in entrepreneurship based on global business case examples and interactions with actual entrepreneurs. Emphasis is placed on the appraisal of ideas, the design of business models for sustainability, and the development and evaluation of business plans for start-ups. The challenge to participants is to discover their own entrepreneurial potential and find ways to capitalize on that potential.

bm85106f - Financial Management

Informed financial management decisions are fundamental for the global economy. This course aims for the enrolled student to develop a solid understanding of financial management theory and practice. The course follows an international approach to offer a perspective of multinational business operations, international financial markets, and the financial management decisions related to them.

The lectures start with an introduction to concepts that are crucial to corporate finance decision making such as value creation, the importance of the finance function in an international organization, the capital allocation process, and the role of money and capital markets. We then move to discuss performance evaluation methodologies, financial planning using financial statement analysis, and working capital management. Business valuation models, the risk-return trade off, as well as a practical approach to valuing stocks and bonds will also be a core subject area we will cover. In addition, capital budgeting and project evaluation methodologies will be presented and discussed. Finally, we will focus on tactical financial decisions of the firm such as sources of financing and M&A activity.

bm85107f - Information Systems Management

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.

bm85108f - International Business

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 a 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. Furthermore, it has to formulate its strategies in order to exploit opportunities abroad that may shape the firm's growth worldwide and eliminate possible 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 decide to 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 requiring engagement with the International Business academic literature.

bm85109f - Managerial Economics

The course provides an advanced analysis of the economic principles and methodologies essential to decision making and firm management. The course introduces and evaluates the application of economic concepts and analysis to the problems of rational managerial decision making in a complex world where sectoral, social, technology and financial interactions are important. 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 (e.g. price discrimination, mergers and acquisitions, etc.), government interventions in the market and strategic behavior and performance of firms in a variety of market and non-market environments. Current topics of interest with impact on future business developments, such as socio-economic and environmental sustainability and resilience in times of crisis, are also examined. Upon completion students should be able to analyze how markets operate, to evaluate how market powers and structures impact on firm decision making and strategic planning, and to design and implement managerial strategies under alternative and complex frameworks and market forms. The course complements further studies in management, accounting, finance and marketing.

bm85110f - Marketing Management

Targeted to an audience with different backgrounds, the course aims to make participants familiar with the marketing concepts, frameworks, methodologies, and tools to understand how key marketing decisions are made.

bm85113f - Managing People and Operations

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.

bm85114f - Business Strategy and Ethics

This course deals with the key issues facing every manager: a) how to analyze the external environment of the company (structural analysis of industries, strategic groups, trends), b) how to

exploit and build resources and capabilities needed to achieve, maintain and improve the firm's market positioning, c) how to direct the company into the future (mission/ vision/ strategic intent), d) how to make a strategic choice, given a number of alternative strategic options, and e) how to build and sustain competitive advantage. The course also examines ethical issues and responses of enterprises to social demands and expectations about responsible business behavior. It outlines the current discussion, dilemmas and trends about corporate responsibility, regulation and corporate responses to societal demands and expectations of responsible business behavior. In this context, it focuses on mechanisms and practices used by enterprises such as value management, sustainability measures and social responsibility. It links business responses to competitive advantage and provides examples of successful strategies.

Core Courses Part-Time
Minimum Teaching Hours (28)

bm85101p - Accounting and Financial Reporting

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 determine, assess and evaluate firm performance, liquidity and financial position.

Although it is not intended as a course for people who want to become accountants, students will benefit the most since it improves their understanding of how accounting concepts and practices are perceived and used by managers. During the course we will focus on how financial accounting systems work. Among the topics to be covered are an exploration of the content and structure of financial statements and their analysis.

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

1. To indicate the usefulness of financial accounting information as a communication mechanism.
2. To prepare students to obtain additional knowledge and to facilitate subsequent learning with regard to the understanding of financial statements and the main methods of their analysis and evaluation.

bm85102p - Business Ethics and Corporate Governance

Today, firms are facing numerous and increasing expectations to behave ethically towards their stakeholders. These expectations create business trade-offs, which are even more intense under the various extreme institutional environments in today's global economy, such as, for example, in the face of the covid19 pandemic, the sustainability megatrends, the AI revolution, and the growing wealth gap. Consequently, an increasing number of corporations worldwide try to find ways to confront or resolve their business trade-offs, 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 activities (e.g., philanthropies and donations), to more business model-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 managed to integrate social and environmental aspects into their business models and strategies that can have a long-term economic, social, and environmental impact. This course, being at the interface of strategic management, business operations, and society, will delve into all these aspects, widely known as ESG (Environment, Social, and Governance) challenges, in a structured and action-oriented way. Students will get familiar with the key ethical, social, and environmental challenges and trade-offs firms are facing today regarding the rising stakeholders' expectations, have an overview of the most common and contemporary Sustainability - related terms and concepts, develop a sustainability plan for a company and learn how businesses can integrate sustainability into their strategies and operations. In addition, students will learn how to effectively communicate a firm's Sustainability efforts and outcomes. The course is structured in three parts. In the first part, the course begins with an introduction to

ethics at the individual and business levels so that students can identify ethical issues at the individual and business levels, develop their reasoning capabilities, and make ethical decisions. Business Ethics refers to principles and standards that determine the way we act and interact in our professional environment. In the second part, the course covers how modern corporations address their social responsibilities. Corporate Social Responsibility (CSR) refers to 'ethics at large', i.e., to firms' ethical and discretionary responsibilities toward society that extend beyond their economic and legal obligations. Nevertheless, despite the fact that the majority of firms have embarked on the CSR bandwagon, few engage in CSR activities that create social and environmental impact in the long term or possess a corporate governance structure that supports sustainability. In this part, students will engage with the interdependencies between a corporation and its economic, social, and environmental context, they will get familiar with all the expanding CSR vocabulary, they will learn how to identify a firm's social and environmental impacts and, based on these, they will learn how to build and implement a corporate sustainability strategy. In the third part, the course engages with ideas about how corporations should be governed 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 around 'corporate accountability'. Governments, businesses, and people do not agree on whose interests should be primarily taken into account in 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. Students will acquire an in-depth understanding of the current critical issues pertaining to corporate governance, the legal and regulatory framework around the world, as well as the dynamics of the various corporate governance mechanisms/solutions, such as executive compensation policies, boardroom structure and practices, corporate disclosure, and transparency.

bm85103p - Business Strategy

Strategy is considered to be the queen of managerial disciplines and a key success factor in all areas of human activity. The purpose of the 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, 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 aim of the course is to help students understand and evaluate strategy and strategic choices, 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.

bm85104p - Data, Models and Decisions

This course introduces students to the fundamentals of Operations Research / Management Science and aims to present the decision-making process and its applications for solving complex business problems. Specifically, it deals with creating conceptual backgrounds, mathematical models (e.g., models, methodologies, techniques, concepts, systems, etc.) and the development of tools for systematic decision-making in real business situations. Focus is given on examining and understanding the various models, their applications in various areas of operation, intuitive and their economic importance in decision-making and the application of modern software tools in decision-making. The course will cover 3 main categories, namely linear programming models, integer programming models and decision trees, while in parallel it will refer to multi-criteria and simulation models. Together with the theory and methodology, for each model category the students will be exposed to the use of software tools, based mainly on Microsoft Excel, and they will have the opportunity to test their skills on various problem settings.

bm85105p - Entrepreneurship and Business Planning

This is a course that explores the various definitions of entrepreneurship, the nature of the individual entrepreneur and the challenges and issues linked to new venture creation. It discusses a variety of contemporary issues in the study of entrepreneurship based on relevant business case examples and current research. Entrepreneurship is examined principally through the economic impact of value creation through the exploitation of opportunity and resources. The notion of the entrepreneurial venture as a distinct combination of innovation and creativity (disruption), economic growth (profit) and a clear executed strategy (business planning) is an important feature of this course. Emphasis is placed on the appraisal of ideas, the design of business models for sustainability, and the development and evaluation of business plans for start-ups. The entrepreneurial process begins with ideas, and advances with evaluating business models for sustainable development, business planning, resourcing, and managing the venture. Capturing the essential elements of a business model can be delivered through the business model canvas – a valuable visual tool in presenting the core of a potential entrepreneurial venture to interested stakeholders.

bm85106p - Financial Management

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.

bm85107p - Information Systems Management

Companies and organizations operating in today's economic and social environment cannot afford to ignore information and communication technology (ICT). ICT enables organizations to improve productivity, broaden their market, increase profits, and allow the introduction of new

products/services or, conversely, endangers their survival in the long run. Business information systems can support a company's internal functions and its relations with its business partners, can simply automate transactions, enhance the design of business processes, provide sophisticated support to decision making or enable digital transformation. Regardless of how pervasive and strategic the role of Information Systems is found to be in an enterprise, or beyond in a particular context, management executives (both of IS specialization, but particularly in other business units) are required to understand the implications of digital technologies for their work and the organization in general, and to be able to leverage the capabilities of technology to support and materialize organizational goals. The purpose of this course is to provide a broad understanding and appreciation of the importance of information systems and digital technologies in the modern business environment from the perspective of management - so that management makes the right decisions on issues relating to information systems. The course does not focus on technical matters (it is assumed that the student is familiar with basic concepts of Information Technology) but, mainly, on issues of information systems integration within the organization, information systems utilization according to the organization's capabilities and its implications on processes and individuals, as well as information resources management.

bm85108p - International Business

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 a 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. Furthermore, it has to formulate its strategies in order to exploit opportunities abroad that may shape the firm's growth worldwide and eliminate possible 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 decide to 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 requiring engagement with the International Business academic literature.

bm85109p - Managerial Economics

The course provides an advanced analysis of the economic principles and methodologies essential to decision making and business management. The course introduces and evaluates the application of economic concepts and analysis to the problems of managerial decision making in a complex world where sectoral, social, technology and financial interactions are important. The course brings economic theory in practice through a managerial perspective. Topics covered include demand, supply, pricing and production decisions, market structure, consumer behavior, government interventions in the market and strategic behavior and performance of firms in a variety of market

and non-market environments. Current topics of interest with impact on future business developments, such as socio-economic and environmental sustainability and resilience in times of crisis or technological innovation, are also examined. Upon completion students should be able to analyze how markets operate and how firms and consumers make production and consumption decisions, to evaluate how market powers and structures impact on firm decision making and strategic planning, and to design and implement managerial strategies under alternative and complex frameworks and market forms. The course complements advanced studies in management, accounting, finance and marketing.

bm85110p - Marketing Management

Targeted to an audience with different backgrounds, the course aims to make participants familiar with the marketing concepts, frameworks, methodologies, and tools to understand how key marketing decisions are made.

bm85111p - Operations Management

This course introduces students to the design, analysis, optimization and functional control of operations, i.e., 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, Productivity, 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. Emphasis is placed on the strategic importance and impact of decisions that relate to the operations of organizations.

bm85112p - Organizational Behavior and HRM

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.

Elective Course -Mandatory Attendance

bm85201s - Personal Skills Development - Minimum Teaching Hours (28)

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

Part 1 "Developing Leadership Skills and Leadership Self-Awareness" is designed to actively engage participants into the theory and practice of Leadership and Leadership Skills. Participants are invited to respond to a number of Questionnaires as Self-Assessment exercises.

Part 2 “The skills of Team Leadership and Team Coordination” examines leadership skills in the context of teams. This session focuses on the skills of team leadership and team coordination and engages participants into the skills necessary to act as an effective team leader. Specifically, participants will separate in teams analyse-life mini-cases on team leader challenges. Part 2 then proceeds with two dedicated sessions on “Conflict Management Skills” and “Negotiation Skills” using questionnaires as self-assessment exercises, and a larger integrated business case.

Part 3 “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 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.

Elective Courses

bm85202s - Geopolitics and Business - Minimum Teaching Hours (28)

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. The purpose of the course 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.

bm85203s- Investment Analysis - Minimum Teaching Hours (28)

Investments can be thought of as postponement of today’s consumption for higher consumption in future periods. In order to achieve this objective for both individuals and organizations, it is important to understand the available instruments and techniques through which they can achieve this goal. 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 the research and investment analysis departments of large financial institutions.

bm85204s - Global Supply Chain Management - Minimum Teaching Hours (28)

The objective of this course is to introduce concepts and methods regarding the planning, design and operation of Supply Chains. Particular emphasis is placed on the strategic role of Supply Chain Management in the Global Business Environment. The course covers issues related to: i) the Emerging SCM trends in the Global Business Environment, ii) the design of a Global Supply Chain Network, iii) the modeling of SCM decisions, iv) the Supply Chain performance assessment, v) Modeling Distribution and Transportation Systems Decisions, and vi) International Logistics.

bm85205s - Innovation, Creativity and the Management of Technology - Minimum Teaching Hours (28)

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, as well as an innovation outcome itself. 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.

bm85207s - Managerial Accounting - Minimum Teaching Hours (28)

The course will provide basic management accounting knowledge useful for a manager to create internal analysis and guide the overall business strategy and future of the company. The course will enhance students' capabilities to review and utilize data, evaluate alternatives by using a cost-benefit analysis and come up with ideas that will enhance short and long-term business goals. It will further cover management accounting and strategic business reporting issues related to activity-based costing and activity-based management. Finally, will discuss financial planning (budgeting) and profitability issues and the Balanced Scorecard.

bm85208s - Project Management - Minimum Teaching Hours (28)

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 in 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 maximize the success of the project and the profitability of the organization they operate. The course follows the best practices and the latest standards and approaches in Project Management globally. It is aligned with the following standards and approaches:

- The Project Management Body of Knowledge (PMBOK 6th edition and 7th edition) from the Project management institute (www.pmi.org)
- The ISO 21500 Guidance on Project Management Standard
- The PM2 methodology
- The Agile Manifesto

The objective of this course is to enable students to:

- Understand how projects should be selected to support the viability of their organizations (short to long term)

- Understand how projects should be initiated 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.

bm85209s - Corporate Finance - Minimum Teaching Hours (28)

Under a broad definition, everything a business does may fit under the rubric of corporate finance. This course will equip students with the state-of-the-art tools, methodologies, and ideas needed in making the three basic decisions in corporate finance: Investment Decisions, Financing Decisions, and Dividend Decisions. Case studies and empirical applications with real data will be used to develop guidelines and practical skills needed to implement models for equity and debt risk, discount rates and valuation. Special importance will be given in incorporating the latest developments in corporate finance involving issues such as real options, asset-backed securitization, corporate risk management, and hybrid securities.

bm85210s - Entrepreneurship and Sustainable Energy - Minimum Teaching Hours (15)

The course focuses on the entrepreneurial process related to sustainable energy. It provides students with insights and advanced skills in all aspects of sustainable energy including upstream/exploration, 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 will have the opportunity to specialize in the energy sector. The students will work on the financial, marketing and managerial aspects of developing a business plan within the energy sector with the help of market experts who will bring their experience to the course. By the end of the course, students will have gained useful and technical knowledge in the areas of sustainable energy and business; they will have prepared their own business plan and will be adept at communicating and presenting it to an audience.

bm85211s - Financial Risk Management - Minimum Teaching Hours (28)

Value-At-Risk, Hedging, Capital Adequacy Requirements, Monte-Carlo simulation, minimum variance hedges, hedging ratios and regression methods, duration and convexity, key rate duration and PVBPs-Present Value Basis Points, etc.

bm85212s - Management of Change and Restructuring - Minimum Teaching Hours (28)

The concept of change is not a new one. Indeed, change has always been recognised as necessary and inherent to all aspects of life. However, the last decade has, for most organisations, been a time of totally unprecedented and seemingly ever accelerating change so that the phrase "change or die" has increasing resonance. Though organizations need to change in order to adapt to external and/or internal evolutions, change implementation can be very tricky. There is evidence that up to 70% of all major change efforts fail. Thus, it is proposed that change is so complex that it is a miracle if it occurs successfully. In this chaotic setting, firms' success or even survival strongly depends on their adaptive abilities. Thus, coping with change has become another element in organisations' 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.

bm85213s - Market Research - Minimum Teaching Hours (28)

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 manager, you will almost certainly come in close contact with market research at some point during your career. In some roles, market research is an integral part of the day-to-day decision-making process. This course is designed to give you the tools to become an intelligent user of market research. The goal is to provide you with sound understanding of the logic of market research, and the ability to critically assess and select appropriate techniques for the collection of the data necessary to build appropriate insight and inform effective marketing decision-making.

bm85214s - TOPAZ Management Simulation - Minimum Teaching Hours (28)

The Topaz Management Simulation - a strategic business management simulation - is based on a realistic business situation, in which several virtual companies, represented by the teams taking part, compete in a common business environment. Students participate in managerial teams of businesses 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. After each quarter, a computer model simulates the interactions of the various parts of each company, the competitive relationships between the companies and the background economic situation and generates quarterly management reports showing how companies have performed in this period. Teams reflect on their previous performance and adjust their decisions to improve their position in the market.

bm852117s - Mergers and Acquisitions - Minimum Teaching Hours (28)

Mergers and acquisitions (M&As) can be considered as a dynamic strategy for corporate expansion and growth. M&As and corporate restructurings, historically, have evolved on a 'wave' pattern across diverse business sectors, though, frequently, financial results have not justified the underlying strategic motives. The course provides a concise and solid theoretical and empirical background on the M&A field, based on applied tools, modern methods, and financial techniques. Case studies and empirical applications are incorporated to elaborate on the theoretical and practical 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.

bm852118s - Project Finance - Minimum Teaching Hours (15)

Project Finance is now increasingly applied across the world, both in developed and developing countries, as an alternative way to privately finance infrastructure and industrial projects, at all scales and in various sectors: transportation, energy, sewage and water-treatment plants, health care, education, tourism and government offices. This course aims at equipping participants with the basic tools and critical concepts needed to grasp and model the technical, analytical and structural features of large-scale project financing. In particular, participants will learn how to structure, value and finance projects under different frameworks (PPP, PFI, BOOT, etc

bm852119s - Consumer Behavior - Minimum Teaching Hours (28)

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, empirical findings and constructs and explores consumer behaviour at an individual and social level. The course highlights how a solid understanding of the intricacies of consumer behaviour 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 behaviour at different stages of the

consumption process; 3) the way marketers should decode and incorporate consumer insights into their strategy.

bm85221s - International Negotiations - Minimum Teaching Hours (28)

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.

bm85222s - Energy Economics and Management - Minimum Teaching Hours (28)

Energy sector, one of the largest sectors globally, plays a crucial role in the world economy. The sector is undergoing a significant transition from fossil fuel-dominance to a rising share of renewable energy in the final energy production and consumption mix. Energy economics involves the use of economic theory and tools to understand and solve the challenges facing energy markets. Developing on a managerial perspective, this course explores the theoretical and empirical perspectives of the economics of energy demand and supply, energy markets, electricity market structures, externalities, regulation, taxation and other government interventions in the energy sector, energy efficiency, decarbonisation and policy instruments affecting energy. This course explores energy-related topics from an individual and industrial stance. The course also discusses the political economy of energy and climate change, energy transition, energy sector developments and trends in South East Europe and the Mediterranean region, regional energy policies, regulations and initiatives like the European Green Deal, the European Climate Law and the EU taxonomy, the Sustainable Development Goals and the UN Agenda to 2030. The course stimulates science-driven discussion on the energy-growth nexus and on the energy-food-water-environment nexus.

bm85223s - Network Analysis: Applications in organizations, society, and the digital economy - Minimum Teaching Hours (15)

Networks are present in all aspects of our lives: networks of friends, communications, computers, the Web, the digital economy 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, trade cryptocurrency, participate in auctions for NFTs 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".

bm85224s - Global Sustainability Strategies and Reporting - Minimum Teaching Hours (28)

The course is intended to provide students with an overview of the different Global Sustainability and ESG Strategies, corporate and nonprofit 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-ESG

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, thus enabling students to initiate, run and evaluate sustainability programs and initiatives.

bm85226s - Strategic Restructuring in the Healthcare and the Life Sciences Sector - Minimum Teaching Hours (28)

The Health/Pharma and Life Sciences sectors overall are becoming increasingly important for both peoples' well-being and the economy, globally and locally. In order to respond to the new demands, there is an urging need for a strategic restructuring of the sector, for the introduction of new operational models, for new processes, and for introducing new ways to keep track of health services quality and quantity. This course explores how these changes can be implemented and the opportunities that arise from the process. We will discuss the use of the 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 ill integrated healthcare services, Innovation and Entrepreneurship in healthcare. We will be looking into new business models, including insurance business and their importance for covering health costs by leveraging on new financial instruments and investment mechanisms. We will also discuss the structure and opportunities for health tourism. Finally, we will dive a bit deeper into the workings of the Pharma industry and talk about the importance of new medicine pipelines, the regulatory environment, R&D, clinical research, Pricing and Reimbursement systems, Health Technology Assessment, etc.

bm85227s - Managing Digital Organizations - Minimum Teaching Hours (15)

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 through AI and digital transformation, operate using cloud and IoT infrastructures, design and manage products and services, develop and run IT applications, and oversee their IT operations.

bm85230s - Business Intelligence and Analytics - Minimum Teaching Hours (28)

The use of data in modern data-rich business environments has been identified as one of the most crucial parameters in successful decision making. Data collection, processing and analysis are present in any daily activity: financial transactions, call records, smart phones, wearable devices. Terms like business intelligence, big data, business analytics, machine learning, GDPR, are in the epicenter of any business unit of an organization. This course introduces i-MBA students to data management concepts, modern data analysis methods and data visualization techniques. These skills are necessary in our data-driven economy.

bm85232s - Leadership in an Exponential World - Minimum Teaching Hours (15)

The course develops leadership skills for business transformation in a context of constant and discontinuous change. Driven largely by technology, but not only, exponential transformation refers to the ever-increasing speed of change that managers and leaders are faced with today. Exponential organizations are companies that grow at a much higher rate than comparable companies in their industry. They might also be companies that create new industries.

The course will highlight the pivoting effect of tech-driven young firms and delve into how the dynamics of technology affect the business landscape, the economy and other pressing challenges such as climate change and geopolitical conflicts. In addition, disruption challenges and their impact in traditional industries and companies will be analyzed. Students will deep-dive in transformations and their effect in various domains, use exponential canvas and tools and design leadership approaches and technology strategies to navigate through disruptions.

bm85232s - Business Decision-Making Using Artificial Intelligence Techniques - Minimum Teaching Hours (28)

The course aims to present the “hot” field of Artificial Intelligence (AI) and how it can help organizations become more efficient and more effective in their decision-making processes. AI techniques have the objective to make machines think and act as human beings and these abilities can be developed through continuous learning from and adapting to historical data. AI can be used in many areas of our life, but this course will focus on how it can be used to aid organizations make more effective and more efficient business decisions. The course will develop and grow your perspectives on how technologies evolve and what this means for business, entre/intrapreneurship, industries, and your career. It will exemplify what roles and skills you and your team will need to develop in businesses leveraging and driven by data and related technologies such as AI. The course is very practical since it demonstrates AI applications in the most important functions of modern organizations, e.g., marketing, risk management, and operations. You will learn from senior executives (joining us in most sessions) from global companies about how they built their careers and leveraged data and AI in their business. The course sessions will be delivered by faculty together with leading industry experts in the space: senior executives from digital native companies, large consulting firms, and traditional companies which have been transforming using data, AI, and other technologies. The course will be delivered using a combination of cases, exchanges with executives, and discussions that cover issues ranging from developing business strategies, to identifying and planning the execution of use cases, to execute business strategies, to managing risks, etc. The goal is to expose participants to a broad range of important issues necessary to succeed in their careers by best leveraging data, AI, and other technologies. The course is relevant for anyone in a business role desiring to learn more about the imminent challenges driven by technology in general and AI in particular.

bm85233s - Business to Business and International Marketing - Minimum Teaching Hours (28)

The course will present how the concept of marketing can be applied in the case of business-to-business (B2B) markets. Contrary to traditional business-to-consumer (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 along with the concept of organizational buying behavior will be presented. Also, the marketing strategy (i.e., segmentation, targeting, positioning, 4Ps) in B2B markets will be described. Emphasis will be also placed on B2B services, customer relationship management issues and key account management techniques. Also, the course is designed to teach students how to develop marketing plans for companies seeking opportunities outside their home country. Students will learn to adapt extant product, price, promotion, and distribution strategies to the needs of consumers of the target country. Special emphasis will be placed on the cultural, economic, and political environmental aspects of international marketing.

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Athens, 13 October 2023

The Rector

DIMITRIOS BOURANTONIS