

# Athens University of Economics and Business

## Department of Business Administration



# COURSE GUIDE

DEPARTMENT OF BUSINESS ADMINISTRATION

ACADEMIC YEAR 2012-2013

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# TABLE OF CONTENTS

|  |     |
|--|-----|
| 1. Athens University of Economics and Business .....   | 4   |
| 1.1. A Historical Note.....  | 4   |
| 1.2. Location .....  | 4   |
| 1.3. Transportation.....   | 4   |
| 1.4. University Leadership .....   | 5   |
| 1.5. University Administration .....   | 6   |
| 1.6. University Infrastructure .....   | 6   |
| 2. Department of Business Administration .....   | 12  |
| 2.1. About the Department .....  | 12  |
| 2.2. Faculty of the department .....   | 13  |
| 1 <sup>st</sup> Semester .....   | 40  |
| 2 <sup>nd</sup> Semester.....  | 46  |
| 3 <sup>rd</sup> Semester .....   | 52  |
| 4 <sup>th</sup> Semester .....   | 63  |
| 5 <sup>th</sup> Semester – Specialization Business Administration .....                          | 73  |
| 5 <sup>th</sup> Semester – Specialization Electives in Business Administration .....             | 76  |
| 6 <sup>th</sup> Semester – Specialization Business Administration .....                          | 83  |
| 6 <sup>th</sup> Semester – Specialization Electives in Business Administration .....             | 88  |
| 7 <sup>th</sup> Semester – Specialization Business Administration .....                          | 92  |
| 7 <sup>th</sup> Semester – Specialization Electives in Business Administration .....             | 98  |
| 8 <sup>th</sup> Semester – Specialization Business Administration .....                          | 100 |
| 8 <sup>th</sup> Semester – Specialization Electives in Business Administration .....             | 102 |
| 5 <sup>th</sup> Semester – Specialization Management Information Systems.....                    | 104 |
| 5 <sup>th</sup> Semester – Specialization Electives in Management Information Systems.....       | 108 |
| 6 <sup>th</sup> Semester – Specialization Management Information Systems.....                    | 110 |
| 6 <sup>th</sup> Semester – Specialization Electives in Management Information Systems.....       | 116 |
| 7 <sup>th</sup> Semester – Specialization Management Information Systems.....                    | 118 |
| 7 <sup>th</sup> Semester – Specialization Electives in Management Information Systems.....       | 122 |
| 8 <sup>th</sup> Semester – Specialization Management Information Systems.....                    | 125 |
| 8 <sup>th</sup> Semester – Specialization Electives in Management Information Systems.....       | 127 |
| 5 <sup>th</sup> Semester – Specialization Accounting and Financial Management .....              | 129 |
| 5 <sup>th</sup> Semester – Specialization Electives in Accounting and Financial Management ..... | 132 |
| 6 <sup>th</sup> Semester – Specialization Accounting and Financial Management .....              | 134 |
| 6 <sup>th</sup> Semester – Specialization Electives in Accounting and Financial Management ..... | 141 |
| 7 <sup>th</sup> Semester – Specialization Accounting and Financial Management .....              | 145 |
| 7 <sup>th</sup> Semester – Specialization Electives in Accounting and Financial Management ..... | 149 |
| 8 <sup>th</sup> Semester – Specialization Accounting and Financial Management .....              | 154 |
| 8 <sup>th</sup> Semester – Specialization Electives in Accounting and Financial Management ..... | 156 |
| 5 <sup>th</sup> Semester – Specialization Marketing .....  | 159 |
| 5 <sup>th</sup> Semester – Specialization Electives in Marketing .....                           | 161 |
| 6 <sup>th</sup> Semester – Specialization Marketing .....  | 165 |
| 6 <sup>th</sup> Semester – Specialization Electives in Marketing .....                           | 171 |
| 7 <sup>th</sup> Semester – Specialization Marketing .....  | 173 |

|  |     |
|--|-----|
| 7 <sup>th</sup> Semester – Specialization Electives in Marketing ..... | 176 |
| 8 <sup>th</sup> Semester – Specialization Marketing .....              | 180 |
| 8 <sup>th</sup> Semester – Specialization Electives in Marketing ..... | 184 |
| Winter Semester – General Electives .....                              | 187 |
| Winter Semester – General Electives .....                              | 193 |

# **1. Athens University of Economics and Business**

## **1.1. A Historical Note**

The Athens University of Economics and Business (AUEB) was originally founded in 1920 under the name of Athens School of Commercial Studies. It was renamed in 1926 as the Athens School of Economics and Business, a name that was retained until 1989 when it assumed its present name, the Athens University of Economics and Business.

It is the third oldest University in Greece and the oldest one in the general fields of Economics and Business. Up to 1955 the School offered only one degree in the general area of Economics and Commerce. In 1955 it started two separate programs leading to two separate degrees: one in Economics and the other in Business Administration. In 1984 the School was divided into three Departments, namely the Department of Economics, the Department of Business Administration and the Department of Statistics and Informatics.

In 1989, the University expanded in six Departments. From 1999 onwards, the University developed even further and nowadays it includes eight academic departments, offering 8 undergraduate degrees, 28 Master degrees and an equivalent number of Doctoral Programs.

## **1.2. Location**

The Athens University of Economics and Business is centrally located in downtown Athens. The main building of the University is located at 76, Patission Street in Athens, two blocks away from the Archaeological Museum. The backside of the building faces the Pedion Areos Park and the Panellinios Sports Club. Four more buildings in the area cover the University's needs in offices and teaching rooms. One of them is located at 12, Kodrigtonos Street and the other at 12, Derigny Street. The Research Center is located a few blocks away, at 46, Kefallinias Street and the Graduate School building is located at Louzitania building at the corner of Evelpidon and Lefkados Street

## **1.3. Transportation**

The University is very conveniently located. Many bus lines pass in front of the University, and a metro station is located one block away from the main building. The general area where AUEB is situated is a pleasant and lively area, Kypseli. There are many restaurants, shops, and entertainment places in this area of Athens, while many museums, galleries, and archaeological places are nearby.

For transportation to or from the Athens International Airport, follow the following link:  
<http://www.aia.gr/>

To get maps and schedules of buses in the Greater Athens area, follow the following links:  
<http://www.oasa.gr/>  
[http://www.ethel.gr/english/index\\_en.php](http://www.ethel.gr/english/index_en.php)

To get maps and schedules of trolley buses in the Greater Athens area, follow the following links:  
<http://www.oasa.gr/>

To get maps and schedules of the Athens metro in the greater Athens area, follow the following links:  
<http://www.ametro.gr/>

#### **1.4. University Leadership**

AUEB is a State University under the supervision of the Ministry of Education. Its main decision-making bodies are the following:

- The University Senate,
- The Rector's Council, and
- The Rector.

The University Senate is a representative body consisting of the Rector, the two Vice-Rectors, the Chairman and one faculty representative for each academic Department of the University, as well as representatives of students and of the administrative staff. The University Senate constitutes the highest decision making body of the University.

The Rector's Council is the body consisting of the Rector, the two Vice-Rectors, the Secretary General, a representative of the administrative staff, and a representative of the students' council. The Rector's Council constitutes the body for taking the key operational decisions for the running the University.

The Rector is the leader of the University. He/she has the responsibility of developing the strategy to be followed by the University, and for implementing the decisions taken by the Senate and the Rector's Council. He/she is the person who can represent the University in all decisions, international and state bodies, and official functions. According to the Greek law, the Rector and the two Vice-Rectors are elected in University-wide elections, that take place every 4 years, where all the faculty, student representatives and staff representatives vote.

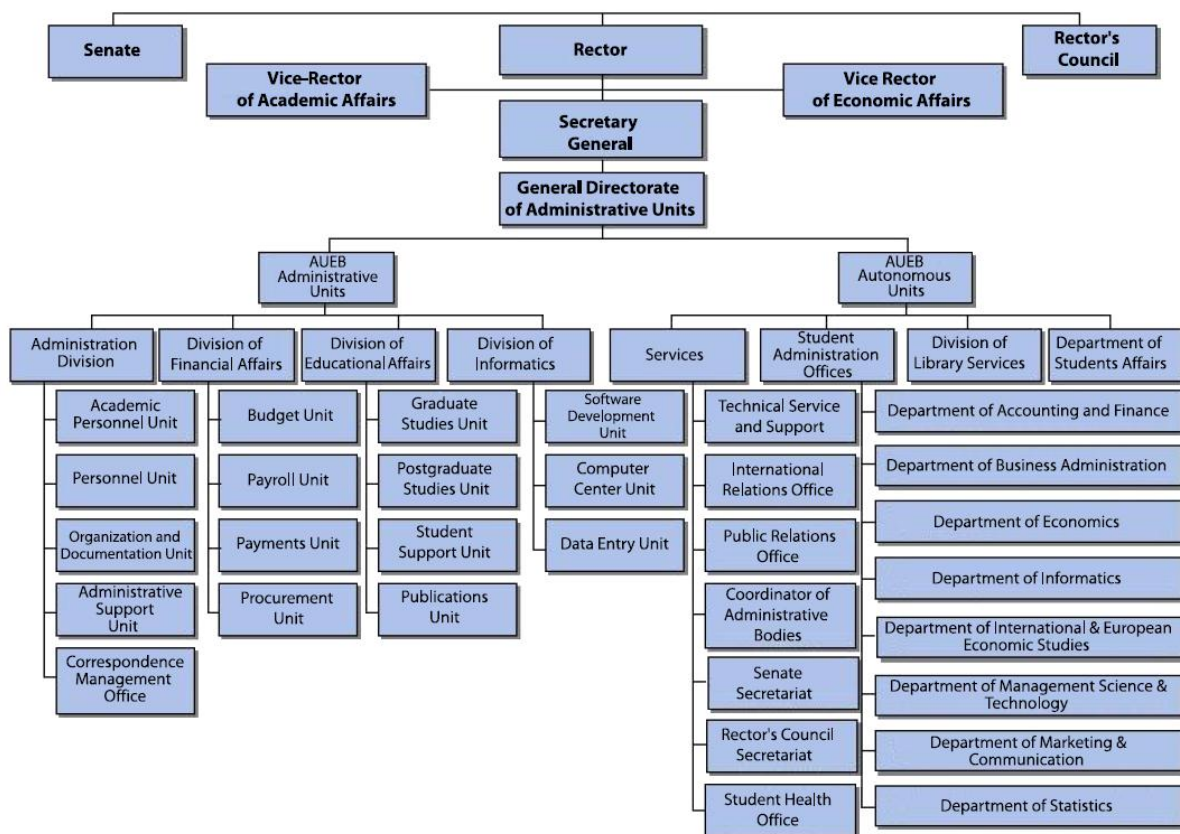
The current Rector and Vice-Rectors of the University, after the elections of May 2011, are:

Rector  
[Professor Konstantine Gatsios](#)  
Vice-Rector of Academic Affairs:  
[Professor Emmanouil Giakoumakis](#)  
Vice-Rector of Economic Affairs:  
[Professor George Giaglis](#)

The current Rector and Vice-Rectors took office on September 1, 2011. Their term is until August 31, 2015. The Secretary General of the University is Dr. George Kakouros. His term has been renewed until 2016.

Decisions on academic affairs of each Department are made by the Department's General Assembly, which consists of the Department's faculty members and of student representatives. Decisions on academic, financial and administrative matters usually involve the formation of ad hoc committees. Standing committees are also formed on an annual basis, e.g. for the Library, the Computer Center, etc. The Director of each graduate program is a Professor appointed by the General Assembly of the corresponding Department.

The following diagram shows the basic organizational structure of the University leadership.



### 1.5. University Administration

AUEB is a State University. It works under the supervision of the Ministry of Education. The University Leadership and the main Offices of AUEB are the following:

- University Leadership
- International Relations Office
- Career Office
- Liaison Office
- Public Relations Office

### 1.6. University Infrastructure

#### 1.6.1. Library

The AUEB library was founded in 1928 and in 1990 it experienced a massive modernization and IT automation, partly financed by the European Community. Today it covers all aspects of automation, including OPAC, SDI, acquisitions, bar-code-based lending, etc., and uses the integrated library automation system Equilibrium-Libreto. It is one of the largest libraries in Economics and Business Administration in the Balkans.

The library comprises more than 100,000 book titles, and more than 1,000 printed academic journal titles covering areas of Economics, International and European Economic Studies, Business Administration, Management Science and Marketing, Informatics, Statistics, Accounting and Finance, and Management and Technology.

The library also offers 150 CD-ROMs (the Official Journal of the EC in full text, bibliographical database of the Official Publications of the EU, statistical data on the imports and exports of the member-states of the EU etc.). Access to the above mentioned CD-ROMs is available from all

library departments via the CD-ROM network. Finally, the library offers daily business magazines and journals in the areas of economics and business.

In addition, the Library participates in a consortium for national and international inter-library loans. Thus, the library users have access to the libraries of the Centre for Planning and Economic Research, the Bank of Greece, the National Documentation Centre, as well as to several libraries in Europe. The library employs 26 people and is open, for all students, from 08:30 to 18:00 on working-days and on Saturday from 10:00-14:00. There are also reading facilities which are available daily until 20:00.

#### Business databases and literature search facilities

The AUEB library subscribes over 1,000 electronic journals through all the major electronic search engines (EBSCO, Elsevier's Sciencedirect, Springer's Link, JSTOR, MCB, WilsonWeb, Blackwell publishing, Oxford University Press, Wiley InterScience, CambridgeJournalsOnline etc.). Electronic access to the subscribed journals can be performed from any computer connected to the University intranet or irrespective of location, through dial-up, which is available 24 hours a day 7 days a week. Also the library offers access to the OECD (Organization for Economic Co-operation and Development) database including data, analyses and forecasts.

The library also encompasses the European Documentation Centre which was established by the European Commission in partnership with the University in June 1992 in order to support teaching and research on EU matters. It is part of the University's library and is open to all members of the University, to the wider academic community as well as to everyone interested in EU policies and affairs.

#### **1.6.2. European Documentation Center**

The European Documentation Centre of the AUEB Library was founded in 1992 by the European Commission, after an agreement with the University. This agreement was renewed in 1996 and 2005.

Its aim is to promote and consolidate teaching and research in the field of European integration and make information on the EU and its policies available to the public, both university-based and other.

The Centre is located on the second floor of the main building of AUEB and is connected with the Periodicals Department of the Library.

The EDC collection is constituted exclusively of publications from the Official Publications Office of the European Union: monographs, documents, periodicals, leaflets, microfiches and CD-ROMs, which are sent for free, according to the conditions of the agreement, mainly in English language.

After University's acceptance of Westminster Reference Library donation, the EDC collection was enriched with official European publications from the foundations of European Communities till the establishment of the Centre (1960-1990). It is therefore a complete collection of official EU information and documentation available to every interested citizen. The donation was received with the mediation of Institute Ideologikon and the sponsoring of foundation Onassis.

**The collection is fully automated and is located in the Library's On-line Public Catalogue (Web-OPAC) with the indication "European Documentation Centre" in the copy/holding field or in the notes field of the full record.**

The collection is lending for the members of the AUEB Library. External users can make photocopies.

### **1.6.3. AUEB's Computer Center**

AUEB has one of the largest and most up-to-date computer center facilities in the country. It occupies an area of approximately 700 m<sup>2</sup> and holds an extensive library of educational, scientific and business software.

The Computer Center tailored for the research and teaching needs of the University comprises the following hardware and software facilities:

- One DEC Alpha Server 1000A 5/400 (450 MHz.) mainframe, running Open/VMS, and configured with 640MB RAM, 5 hard disk units with 26GB total capacity. The software includes TCP/IP, Fortran, Pascal, C, SAS, SPSS, TSP, NAG, MIS and ORACLE 7 server (full development system).
- Two Silicon Graphics Origin 200 mainframe systems, with (4) processors (R10000, 180MHz, RISC 64 bit) each, running IRIX 6.4 (64 bit UNIX). The software includes Email-server, FORTRAN 90 and 77, C++, Pascal, Mathematica, Informix and ORACLE 7.
- One Compaq ProLiant 1600 system with (2) Pentium II 450 MHz. processors, 512 MB SDRAM, 3 hard disk units with 27 GB total capacity, a DAT tape drive 12/24 GB and four Fast Ethernet 100 Mbps adapters. This system is the primary Windows 2000 Server having the task to control and administer the usage of (240) Windows NT Workstations (Pentium MMX) located in five computer labs at the Computer Center. In addition there are two Pentium Pro systems used as secondary Windows NT Server and Network Router respectively.
- Serving more than 7,000 users, the Computer Centre research and teaching facilities include five computer labs (classrooms) with a total of 236 Pentium MMX systems, used either as terminals to the Mainframes (IRIX and VMS) or as Windows NT workstations. The workstation software includes the MS Office, SPSS, Internet Explorer etc.

All the systems are linked to the University Network that provides connectivity between the Mainframes, Servers, PC Workstations and other sites, such as classrooms, offices, laboratories and the World Wide Web. The University computing facilities are open on working days from 8:00am to 8:00pm.

### **1.6.4. Network Operation Center**

The Network Operation Center (NOC) of AUEB was established in 1996. It is responsible for the effective operation, administration and expansion of the University's data and telephone network. The Network Operation Center supports the following services:

- Data Network. The AUEB data network is one of the most complete high-speed networks of the country. It deploys modern wiring and networking techniques along with state-of-the-art equipment and provides an integrated data network based on a high-speed backbone. Central servers in the network provide services such as Electronic Mail (E-mail), World Wide Web (WWW). Other innovative applications such as videoconference, are also supported.
- Voice Network. The AUEB voice network is connected to the Public Telecommunications Network and offers advanced telephony services to its users, such as automated voice mail, telephone conference, call waiting, follow-me, etc.

The Network Operation Center also supports the following research projects:



- Greek University Network, GUNET, Greek Ministry of Education.
- Greek University ATM Network, Greek Ministry of Education.

#### **1.6.5. Virtual Classroom**

During the last few years, a real-time multimedia, distance learning classroom has been created. This specially designed classroom can function either independently as a multimedia classroom, equipped with audiovisual and digital devices, which assist and improve educational process or as a virtual, distance learning classroom. The classroom is equipped with state-of-the-art network and audiovisual devices, which allows for full duplex communication among this and other classrooms. The design and the equipment of the classroom enables high interaction among participants of a course delivered simultaneously in different classrooms, by simulating all operations taking place in a traditional classroom, thereby creating a virtual classroom.

#### **1.6.6. Tele-Education Center**

The Teleducation Center is fully operational, serving the current needs of the Institution. The scope of the Tele-education Center is:

- the supply of distance learning services to the University students, either by supporting the courses with additional distance learning material, or by giving the whole course with the use of the tele-education method,
- the continuous education and training of executives, working in Greek organizations, public or private, free lancers and unemployed,
- the export of distance learning services to other countries
- the operation of the Tele-education Center as a link for gathering the national resources concerning the education technology development and the education service supply.

#### **1.6.7. Research Funding Program**

Research is a key priority for AUEB. To this end, the Senate of our institution approved in its 6th plenary meeting (7th June 2012) a support program titled "Research Funding at AUEB for Excellence and Extroversion". The Program comprises three (3) distinct actions:

**Action 1: Support for faculty members (permanent teaching staff) whose current tenure at AUEB does not exceed 7 years, to a total amount of EURO 80,000 per year.**

This action is aimed at new faculty members (teaching staff) serving at AUEB as Lecturers or Assistant Professors for less than seven years. Funding is provided by Departments to individual faculty members for up to two years, to the amount of 10,000 € in total.

Faculty members are selected by their Departments by the end of September of each academic year, pursuant to a call for expression of interest. Proposals are evaluated by a committee drafted by each Department, based ☐ among others – on the excellence criteria set up by each Department.

**Action 2: Support for postdoctoral researchers with a view to promote research, to a total amount of EURO 120,000 per year.**

Twelve researchers in total are called to receive support of 10,000 € each. Candidates must be postdoctoral researchers at AUEB and holders of a PhD awarded by an established institution at home or abroad over the past 3 years (exclusive of military service).

Proposals in areas of the three major disciplines (Management, Computer Science, Economics) are submitted pursuant to a call for expression of interest issued once a year by the Vice Rector of Academic and Personnel Affairs. Successful applicants are selected by the Rector's Council, on the basis of recommendations set forth by relevant committees.

**Action 3: Support for efforts to attract research projects, to a total amount of EURO 30,000 per year.**

This account finances the participation of faculty members in meetings with potential research partners and stakeholders, as well as open days and talks with funding agencies. Applicants may file their requests throughout the year (September to July) by sending an e-mail to the Vice Rector of Academic and Personnel Affairs.

The total budget for these three actions is EURO 250,000 (inclusive of EURO 20,000 administration costs). Actions 2 & 3 are overviewed and managed by the Vice Rector's office, while Action 1 ("Support for New Faculty Members") is coordinated at Department level.

#### **1.6.8. Career Office**

The Career Office has been a pioneer in the development of this service by being established in 1992. The career service intends to support students and graduates of our University in matters regarding career development and seeking of employment. The aim of the office is:

- To provide a picture of the job market by offering a commentary on the trends which are emerging in the market
- To give advice on career planning
- To identify and promote new employment opportunities for students and graduates
- To help students to have their first contact with employees using a data-base tool which includes CVs and job advertisements
- To provide information about postgraduate studies and scholarships and endowments.

Finally, once a year the career office organizes the "career fair"; during this event a large number of big companies and over 500 students participate in discussions and real interviews with prospective employees after having submitted an application.

#### **1.6.9. Liaison Office**

The Liaison Office is a recently established service of the AUEB. The Liaison Office handles the dissemination of the results of the research, which is carried out at the University and its research labs, and assists the researchers in "obtaining" projects in the area of applied research, or disseminating research results. The liaison office maintains also a local database with recent needs of the Greek enterprises that could be satisfied by the university's extensive know-how. Finally, the liaison office is responsible for the organization of activities aimed at the tightening the relations between the University and the business world (both in Greece and abroad).

#### **1.6.10. AUEB Publishing**

AUEB has recently developed a publishing activity. The initiative to set up this publishing operation was met with enthusiasm by the faculty of the University and some of them have already entrusted the publication of their works to the Company. Seventeen academic books have already been published and others will follow. One of the future plans of the company is to set up an academic bookshop with special prices for the students. In the meantime, books are sold from the Company's offices.

#### **1.6.11. The AUEB Research Center**

AUEB's Research Center was established in 1983. It aims at providing the institutional framework which facilitates and supports the research carried out by Faculty members, in the general fields of economics, management and computing.

Research at the Center is carried out mainly by members of the academic staff of the University. Visiting scholars and short-term appointees may also engage in research activities. All research is undertaken with a view towards eventual publication in scholarly journals, discussion papers and monographs.

##### **Administration and Finance**

The Research Center is a non-profit organization governed by an executive board formed exclusively by Faculty members of the University. One of the Vice-Rectors is appointed by the Senate as its Chairman, while each Department appoints two members to the Board.

The research activities of the Center are funded in two main ways: First, through various research grants from the European Commission, Greek Government Agencies and other public and private organizations. Second, through the overhead fee that the Centre collects from the various graduate and executive training activities.

The Center accepts funds on the understanding that the sponsors or donors will not interfere in the development or the outcome of the research they finance.

##### **Seminars, Research Workshops and Conferences**

Regular training and executive seminars are organized by the Center, addressed to managers in the public and private sectors of the Greek economy. Many of the Center's seminars are subsidized by the European Social Fund (ESF).

Regular research workshops attended by faculty, doctoral students, and invited specialists from universities, government agencies, international organizations and private industry, are held at the Center. During these workshops, progress reports of research projects under way, as well as completed research work, are presented and discussed.

In addition, the Center assists the University in providing organizational support for national and international conferences. Many national and international conferences have been organized in the last decade. Example of such events organized by the Center include the Annual Conference of the International Institute of Public Finance, the Annual Conference of the European Marketing Academy, the International Conference of the Decision Sciences Institute, the International Conference of the European Finance Association, the World Congress of the International Economic Association, the Annual Competition and Regulation Summer School and Conference (CRESSE), and many others.

## **Facilities**

The Research Center is located at 46, Kefallinias Street and includes administration offices, meeting rooms, lecture rooms and computer labs. It is fully networked and has a high - speed connection with the University.

## **2. Department of Business Administration**

### **2.1. About the Department**

The Department of Business Administration is the largest and oldest academic unit in the field of Business Administration in Greece and enjoys a high reputation both in Greece and abroad for the quality of education it provides. It is the alma mater of a large number of successful university professors, politicians, industrialists, ship owners and high-level national and international civil servants and company executives.

To be effective, organizations need to compete in complex and volatile business environments, and managers must be able to manage within complex and dynamic workplaces. The Department of Business Administration offers courses on how organizations and their managers can best manage internal and external challenges. The overall aim of our course program is to help students develop an ability to analyze and discuss Business Administration issues so that they appreciate what is required to implement action in organizational contexts.

In order to be eligible for graduation, each undergraduate student must successfully complete / pass forty (40) courses (6 credit – 4 hours per week). There are two layers of courses. The first layer consists of mandatory general courses, which must be taken by all students during the first and second years of study. The second layer consists of mandatory and elective courses in four specializations: (1) Management / Business Administration, (2) Information Systems Management, (3) Marketing and (4) Accounting and Finance. Each student selects one specialization.

In addition to the undergraduate program, the Department of Business Administration offers (a) The MSc Program in Services Management / full - time (two - year program, with six concentrations: marketing and public relations, management consulting, management of media and recreational organizations, tourism management, sports management, shipping management), (b) The MSc Program in Services Management / part - time (two - year program, with three concentrations: marketing and public relations, tourism management, sports management, shipping management), (c) The MBA Program / full - time (two - year program, jointly with the Department of Marketing and Communication, with three concentrations: marketing, management, and finance), and (d) The MBA Program in Telecommunications Management / part - time (two - year program, jointly with the Department of Marketing and Communication). It also supports the MBA International Program and the Executive MBA. In addition, the Department of Business Administration offers a Doctoral Program in Business Administration (minimum of three years of course work and dissertation research).

The Department faculty of more than 30 full-time members includes leading scholars and highly experienced and accomplished visiting professors and executives. Our faculty are active researchers, editors in leading journals, authors, consultants, and speakers. The Department of Business Administration is committed to providing an academically rigorous and market driven experience to our students.

The faculty members of the Department of Business Administration actively involved in five Research Laboratories/Centers: (1) The Market and Consumer Behavior Analysis Laboratory

(Director: Professor G. Siomkos), (2) The Laboratory for the Development and Promotion of 2 Financial Products and Services (Co-Directors: Professor G. Karathanassis and Professor G. Panigyrakis), (3) The Centre of Industrial Relations and Negotiations (Director: Professor A. Nikolopoulos), (4) The Business Informatics Laboratory (Director: Professor E. Papathanassiou), and (5) The Laboratory of Business Strategy (Director: Professor V. Papadakis).

All organizational careers involve the management of individuals and groups. Our course program is designed to provide students with the knowledge they need to be effective managers. Students learn to view the organization as a whole, to evaluate overall needs, and to define supporting objectives. They develop an outlook that enables them to perceive and anticipate developing needs for change.

## **2.2. Faculty of the department**

### **2.2.1. Professors**

#### **Diamandis Panagiotis**

Professor

Department of Business Administration

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Panayiotis F. Diamandis is Professor of Financial Management in the Department of Business Administration, Athens University of Economics and Business (November 2007-present). He holds a B.A. in Economics from Athens University of Economics and Business (1986), an M.A. in Economics from the University of Birmingham (1987) and a Ph.D. in Economics from the University of Birmingham (1990). He has been an Adjunct Professor at the University of Crete (1992-2005) and at the University of Thessaly (1994-1996). He has over 25 publications in refereed international journals and collective volumes, numerous contributions in international conferences and he has acted as referee for international journals in economics and finance. He is Head of the Department of Business Administration (2004-present). Furthermore, he participates in a large number of European and Greek funded research projects. His main research interests are: Financial management, international finance, international money and capital markets, portfolio analysis, investments and applied econometrics.

#### **Kouretas Georgios**

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Georgios P. Kouretas is currently Professor of International Finance at the Department of Business Administration at the Athens University of Economics and Business and holder of the Jean Monnet Chair on European Economic Policy. He is Director of the Ph.D. Programme of the Department of Business Administration (Oct. 2008-present) and Director of the Master of Business Administration-MBA (Sep. 2012-present). He obtained a B.A. in Economics from the University of Piraeus (1981), M.A in Economics from the University of Notre Dame (1983), M.A. in Economics from Wayne State University (1985), and a Ph.D. in Economics from the University of Birmingham (1988).

He has been a member of staff at the Department of Economics, University of Crete (1991-2007) and he has also been Visiting Professor at Athens University of Economics and Business, Technical University of Crete, University of Cyprus and Technical and Educational Institute of Crete. Furthermore, he has been Research Fellow at Michigan State University (Fulbright Senior Research Fellow and NATO Post-Doctoral Research Fellow; 1994-1995) and the European University Institute, Florence (2000). He has served as Director of the Centre of European Studies and Research at the University of Crete (November 2004-February 2006).

He has over 70 publications in refereed international journals and collective volumes, numerous contributions in international conferences, he has acted as referee for international journals in economics and finance and he has been co-organizer of several international conferences, workshops and summer schools. He is co-organizer of the internationally recognized for their high quality Annual Conference on Macroeconomic Analysis and International Finance and Advanced Summer School in Economics and Econometrics. Invited speaker to a number of a large number of leading universities such as: University of Cambridge, University of Oxford, London School of Economics, London Business School, Warwick Business School, Michigan State University, University of Michigan, European University Institute, University of Bern, Hebrew University of Jerusalem, University of Luxemburg, Free University of Amsterdam as well as Federal Reserve Bank of Atlanta and Central Bank of Cyprus.

Furthermore, he has acted as guest editor for high quality international journals in economics and finance, Macroeconomic Dynamics, Journal of Banking and Finance, North American Journal of Economics and Finance, Review of International Economics, Journal of International Money and Finance, International Journal of Finance and Economics, Open Economies Review and Journal of Common Market Studies. He has been the coordinator of the Human Capital Improvement Marie Curie Development Host Programme at the Department of Economics of the University of Crete (2000-2007) and he participates in a large number of European and Greek funded research projects.

His main research interests are: International finance, European financial markets and monetary issues, international money and capital markets, open economy macroeconomics, portfolio management, financial management, applied econometrics and quantitative economic history.

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Andreas Nikolopoulos is a Professor of Industrial Relations and Conflict Management at the Business Administration Department of the Athens University of Economics and Business since 2002. His studies include a BA in Business Administration from the Athens University of Economics and Business, Postgraduate studies in Business Administration from Tübingen Universität (W. Germany) and a Phd in Business Policy from Freie Universität Berlin (W. Germany). He has worked as a Mediator and arbitrator in Industrial Relations and Conflict Management for several organizations and businesses (both public and private). His research interests focus in the following areas: industrial relations, conflict management and negotiations, the influence of the European Union in all of the above issues, labour law and labour economics.

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Vassilia Ninni was born in Athens, Greece. She has received a degree in Chemistry from University of Athens and a Ph.D. in Business Administration from Athens University of Economics and Business. She is an Associate Professor of Technology in the Business Administration Department of Athens University of Economics and Business. She is teaching undergraduate and graduate courses on Industrial Technology, Environment and Natural Resources. She has participated in European and domestic research projects.

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George G. Panigyrakis is a Professor of Marketing at the Athens University of Economics and Business, Department of Business Administration.

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He received his diploma in Business Administration from the Athens University of Economics and Business, Athens, Greece, and his M.Sc. and Ph.D. from the University College of Wales, Great Britain.

He has written 10 books in the field of marketing in the English, French, Portuguese and Greek language. His articles have been published in international academic journals such as: Economie et Gestion, Le Marketing, Review Francais de Gestion, Journal of Product and Brand management, Journal of Industrial Marketing, Journal of Promotion Management, International Journal of Agribusiness, International Journal of Advertising, International Journal of Food Marketing, Women in Management Review, Journal of Financial Services Marketing, Journal of Internet Banking and Commerce, Journal of Marketing Management, Journal of Retailing and Consumer Services and has participated in several international conferences of the French, European (EMAC- 15 participations), American and the World Marketing Academy.

He has taught in several management development programs for marketing executives. His research in the areas of International-Export/Marketing, Product Management and Communication, has appeared in a number of books such as: La Fonction Chef de Produit, Editions d'Organisation, 1987, Paris, France, International Export Marketing, Stamoulis ed. 1992, Athens Greece, A Funcao Gestor de Produto, Edicoes cetor, Lisbon, Portugal, Strategic Brand Management, vol. I&II, Stamoulis ed. 1996, Athens Greece, while chapters are included in Baker



M. eds. Marketing Perspectives, Vol. II, Willey, U.K., 1992, Moss D. Eds. Public Relations, University of Stirling eds., 1991, U.K., and M. Meulenbergh eds.: Food and Agribusiness Marketing in Europe, 1994, London, U.K., Lymm Glynn (eds.), Marketing of Services: Issues and Cases, Haward Press Dublin. 1995, D. Padberg, C. Ritson & L. Albus. Agro-Food Marketing, CAB International Publishers New York 1997.

He has served as a consultant for corporations, government agencies, and international institutions such as: the World Bank, F.A.O., the United Nations, European Union, BSN-Gervais Danone, Carrefour-France, Saint Gobain Nuclear, Fondation Fert, Dutch Dairy Bureau, Nestle-Carnation, the National Dairy Council of Ireland, National Bank of Greece, Agricultural Bank of Greece, Commercial Bank of Greece, General Bank of Greece, Pepsi Co.-Greece, Janssen Pharma Hellas, the Japanese Export Trade Organization, Reckitt and Colman, Procter and Gamble, Unilever Greece, Hellenica Cosmetics Co., 3M Europe, Philip Morris-Greece, 3E-Greece, Allianz, Kodak, Vodafone, Henkel, Toyota and Interamerican Insurance Co.

Since 2004 he has been elected chairman of the board of the Hellenic Institute of Customer Service. He also acts as a member of the board of the Hellenic Open University.

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Dr. Vassilis Papadakis holds a BSc and an MBA from the Athens University of Economics and Business (AUEB) and a PhD from the London Business School. He is currently a Professor and Chairman of the Department of Business Administration at the AUEB.

Dr Papadakis's main research interests are in the area of Business Strategy, Strategic Decision Making, Mergers and Acquisitions and Managing Strategic Changes.

He has published in several international journals including: Strategic Management Journal, Organisation Science, British Journal of Management, International Studies of Management and Organisation, Business Strategy Review, European Management Journal, Technology Analysis and Strategic Management, Management Decision and others. His papers have also been presented in various conferences including: the American Academy of Management, the Strategic Management Society, the British Academy of Management, the European Foundation of Management Development, the Hellenic Operations Research Society, the Greek Management Association etc.

He is the co-editor (with. Patrick Barwise) of an international book on 'Strategic Decisions' (Kluwer Academic Publishers, 1998). His research has received two noted Best Paper nominations from the US Academy of Management, in 1996 and 2003. Another paper examining the effectiveness of Mission Statements (with C. Markides) has been selected among 250 papers and published in the annual volume edited by the Strategic Management Society. Also two other papers co-authored with I. Thanos and C. Miller have been nominated for best papers of the Strategic Management Society Conference (years 2010 and 2012).

He mainly teaches courses on Business and Corporate Strategy and the Management of Strategic Change. In recognition of his performance as an academic teacher he has been awarded 'Teaching Excellency Awards' by the following postgraduate programs at the AUEB: a) Executive MBA b) International MBA (ex Postgraduate Program in Decision Sciences) c) MSc in Marketing and Communication with new Technologies, d) MBA in Telecoms, and e) MBA (Full-Time).



Dr Papadakis has participated in various consulting projects in Greek and Multinational companies, both at a national and international level. He has also taught a number of executive training courses on Strategy and the Management of Strategic Change in various companies including: Vodafone, Roche, Alpha Bank, Eurobank, Apivita, Greek Postal Savings Bank, Germanos Group of Companies, Abbott Laboratories, SAP Hellas, Public Power Corporation, Hellenic Posts (ELTA), Gilead Sciences etc.

He is a member of the American and the British Academy of Management as well as the strategic Management Society. He is regular reviewer for international academic journals, including Academy of Management Review, Management Science, Journal of Management Studies, British Journal of Management, Academy of Management Perspectives, Human Relations, Organization Studies, International Journal of Management Reviews and Journal of Change Management.

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George A. Vamvoukas is Professor of Economics at the Athens University of Economics and Business. He was trained at the Athens University of Economics and Business (B.Sc. in Economics), the University of Bristol (Prel. M.Sc. in Quantitative Economics), the University of Bath (M.Sc. in Economics) and the University of Piraeus (Ph.D. in Economics). Dr. Vamvoukas focuses his teaching and main research interests on Macroeconomics, International Economics, Applied Econometrics,

Economic Growth and Development, Public Finance, Monetary Economics, and History of Economic Thought.

He has published more than 40 articles that have appeared in such journals as Southern Economic Journal, Public Finance, Applied Economics, Archives of Economic History, Applied Economics Letters, South-Eastern Europe Journal of Economics, Journal of Applied Economics, *Economia Internazionale*, Atlantic Economic Journal, Applied Economics Quarterly, *Rivista di Politica Economica*, International Advances in Economic Research, International Economic Journal, etc. He has written over 15 books and monographs, including *Modern Econometrics: Analysis and Applications* (2007), *International Economic Relations: Theory, Methodology, Applications* (2004), *Growth and Stability of the Greek Economy* (1998), and *the International Economic System* (1997).

Dr. Vamvoukas has served as Research Assistant of the Center of Planning and Economic Research, as Research Fellow of the Foundation of Industrial and Economic Research, as Special Secretary of the Ministry of National Economy, as Chief Economic Advisor of the Ministry of Civilization, as Senior Research Fellow of Greek Parliament, and as consultant for a variety of private organizations. He writes occasionally for various newspapers and periodicals. He was a referee in a considerable number of academic journals. His published work has been cited by other authors to various peer-refereed academic journals.

### **2.2.2. Associate Professors**

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Dr Constantine Bourlakis is an Associate Professor of Microeconomics in the Department of Business Administration, Athens University of Economics and Business, Greece. Constantine obtained his first degree in Economics and Statistics in the Department of Economics, Athens University of Economics and Business, Greece. Subsequently Constantine completed an M.A. in Economic Studies (by Advanced Research) at the University of Newcastle upon Tyne (UK), and a PhD at the University of East Anglia (UK). Constantine worked as a Research Associate at the University of Warwick (UK), as a Lecturer in Industrial Economics at the University of Leeds (UK), as a Lecturer in Business Economics at the University of Edinburgh (UK) and as a Lecturer in Management Economics at the University of Leicester (UK). Constantine's research interests lie in the broad areas of applied microeconomics, industrial economics, business strategy, retailing, and in the economics of public choice.

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Dr Constantinos Caramanis is Associate Professor of Accounting at the Department of Business Administration, Athens University of Economics and Business (since 1999). He previously held a lectureship post at the University of Manchester (1996-1999). He graduated from the Athens University of Economics and Business with a B.A. in Business Administration (1979-1983). He

received a Master's in Accounting and Finance from the University of Lancaster (1991-1992) and a Ph.D. in Accounting from the University of Edinburgh (1993-1996).

His research interests include the history and current developments in the Greek auditing profession, the market for audit services, the establishment of 'independent' accounting oversight boards, and issues in financial reporting. Three of his papers have been published in two of the leading international academic journals: *Accounting, Organizations and Society* and *Journal of Accounting and Economics*. Other published work has appeared in reputable international journals including: *Accounting, Auditing and Accountability Journal*, *Accounting Forum*, *British Accounting Review*, *Critical Perspectives on Accounting*, *European Accounting Review* and *International Journal of Auditing*. His research work has been cited in high quality academic journals. He has served as a reviewer (ad-hoc) for several journals including: *British Accounting Review*, *Critical Perspectives on Accounting*, *European Accounting Review* and *International Journal of Auditing*. He has also authored an auditing textbook (in Greek) and a series of articles for the Greek press and professional magazines.

Dr Caramanis has taught a number of university courses in the area of financial accounting and reporting, financial statement analysis, and auditing, both at the undergraduate and the postgraduate level (MBA). He has also taught at various executive training programs. Further, he has served as deputy head of the Department of Business Administration of the Athens University of Economics and Business (2008-2010), member of the Administrative Committee of the Research Centre of the Athens University of Economics and Business and chairman of the Association of Academic Staff of the Athens University of Economics and Business since 2009 (two terms).

Before embarking on his academic career, Dr Caramanis has worked as a certified auditor (1988-1993). He has recently served as a member of the Greek Accounting and Auditing Oversight Board 2005-2007 (Greek National Accounting Standards Setter) and as Chairman of a committee on reforming Greek accounting law (transposition of Directive 2003/51/EU on harmonizing EU directives with International Financial Reporting Standards). He has undertaken consultancy projects with private sector companies on financial reporting and analysis issues as well as with the Greek Ministry of Finance on public sector accounting and auditing. He has appeared, by invitation, as a speaker and panelist in professional meetings, public roundtables and short conferences.

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Dr. Zoe Ventoura was born in Athens. She obtained her B.A. degree on 1971, and her Diploma of IEDE on 1972 from the Athens School of Economic and Business Sciences. On 1995 she completed her PhD thesis "Spain and Portugal accession into the European Common Market and their implications to the Greek exports" in the Economic University of Athens. She is currently Assistant Professor at the Department of Business Administration of the Economic University of Athens. She teaches undergraduate and postgraduate courses in Micro and Macro Economics, Industrial Organization and Public Relation as well as International Trade. Her main research interests are focused on the Industrial Organization, Public Relation and women's entrepreneurship. Dr. Ventoura has coauthored numerous papers in journals and conferences in the above topics. She

has been awarded with four best paper awards (conferences). She has delivered several seminars to high level staff of Greek and multinational Corporations. Dr. Ventoura is a member of the committee of postgraduate programs. She frequently serves as a reviewer for many journals and conferences. Dr. Ventoura is a biographee in "Who's Who in the world" (Marquis Who's Who).

### **2.2.3. Assistant Professors**

#### **Cohen Sandra**

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Sandra Cohen is an Assistant Professor of Accounting at the Athens University of Economics and Business, in the Department of Business Administration. She has graduated from the Athens University of Economics and Business, Department of Business Administration, and holds a MBA and a Ph.D. in Accounting from the same University. Her research interests lie, among others, in the fields of "Public Sector Accounting" (accrual accounting adoption and performance measurement) and "Management accounting" (cost accounting systems and telecommunication services costing). Part of her research work has been published in the following journals Financial Accountability and Management, Applied Financial Economics, Managerial Auditing Journal, Applied Business Research, The Learning Organization and Telecommunications Policy.

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A.A.Drakos has been an independent consultant to International Corporations for projects related to Assets Valuation, and has served as external advisor to national organizations for financial investments.

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Dr Kardaras has participated in many research projects in IS/IT since 1990 and he has been teaching at undergraduate and postgraduate level IS courses in the UK and in Greece for over 14 years. His research work in the areas of IS planning, fuzzy cognitive maps, IS modeling and e-commerce has been published in journals (e.g. Information and Management, International Journal of Information Management, Internet Research, International Journal of Web based Communities, Information and Software Technology), in chapters of edited books, handbooks of research and conference papers. He is regularly acting as a reviewer to academic journals such as IEEE Transactions on Fuzzy Systems, International Journal of Information Management, International Journal of Information Systems and Management and as external examiner for research degrees in UK universities. Dr Kardaras is a member to the steering committees of international conferences in the area of Information Management. He has been advisor in Information Systems to English and Greek companies.

Dr Kardaras' main research interests include strategic information systems planning, services customization, fuzzy logic, fuzzy cognitive maps, business process modeling and management.

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From 2003 to 2009, he was a lecturer in Financial Management at the Department of Business Administration of the Athens University of Economics and Business. From 2002 to 2003 he worked for the Risk Management department of Emporiki Bank and from 1998 to 2003 he was a lecturer in Finance at Middlesex University.

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Paraschos Maniatis graduated with a unanimously excellently doctoral degree from the first founded from the professor Sigfrid Bjerninger Department in Sweden in the specialization of Logistics in the Lund Institute of Technology. Also he graduated with unanimously excellently his doctoral degree in the specialization of Engineering Management from the School of Engineering at Kensington University (USA). He taught as a Full professor in the MBA program at Kuwait Maastricht Business School as an Associate professor with tenure at Truman State University, USA, as an assistant professor in the first established department of USA in the specialization of Engineering Management at University of Missouri - Rolla and as assistant professor in the Department of Industrial and Production Systems at Wichita State University (USA). Today he is an Assistant professor in the Department of Business Administration at Athens University of Economics & Business in the area of specialization of "Quantitative Methods of Analysis". He has published in referred journals in the fields of Production, Finance, Econometrics, and Statistics. He is member of Technical Chamber Athens and a professional engineer in the fields of mechanical and electrical and civil engineer.

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She has publications in international and Greek Academic Journals and Conferences, while she is the co-author of an academic book for Hellenic Open University.

She has an extensive experience as a Manager since she was working with multinational and Greek companies for many years before entering the Academic field. She remains a Business Trainer and Consultant, focused on Marketing subjects.

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Dr. Helen Salavou has participated in various research projects both at a national and international level since 1997. She is also an active member of the laboratories of "business strategy" and "strategy and entrepreneurship" at the AUEB.

Her teaching experience comes from undergraduate and postgraduate courses, such as management, strategy and entrepreneurship at the AUEB, Agricultural University of Athens and Hellenic Management Association (EEDE). She also possesses consulting experience with public and private organizations in Greece.

Her main research interests involve innovation, entrepreneurship and small business research. She has published in several international journals including: Journal of Business Research, European Journal of Marketing, European Business Review, Management Decision, European Journal of Innovation Management, Creativity and Innovation Management.

Dr. Helen Salavou has authored a monograph (En route to Business Evolution: Queries Innovation, Change, Entrepreneurship and Transformation (in Greek)), co-authored a monograph (Management: Business Functions (in Greek)) and published chapters in edited volumes. She has also presented her work in international conferences, such as EMAC (European Marketing Academy) and EIASM (European Institute for Advanced Studies in Management).

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### **Zarkada Anna**

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Her research on cross cultural communication (focusing on the Australian, Greek, UK, USA, Japanese, Indonesian and Russian markets), B2B and B2G Marketing Ethics and Consumer



Behavior on the internet, has been presented in over 50 publications, cited in hundreds of papers and won her the Best Paper Award in the International Journal of Retail and Distribution Management, the Australia and New Zealand International Business Academy and the American Marketing Association conferences. She has carried out numerous consultancy projects for MNCs and Governments in Greece, Australia and Japan on cross-cultural communication strategy, foreign market entry and community development. She has collaborated with researchers from Australia, Singapore, France and Turkey on applications of stakeholder and institutional theory on managerial performance measurement, Corporate Social Responsibility and Corporate Reputation. Her current work focuses on personal branding (funded by FIFA), corporate reputation co-production on Web2.0, service pricing and the philosophical foundations of key marketing constructs.

#### **2.2.4. Lecturers**

##### **Dedoulis Emmanouil**

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Emmanouil Dedoulis is a lecturer in Accounting at the Department of Business Administration, Athens University of Economics and Business. He graduated from the Athens University of Economics and Business with a B.A. in Business Administration (1992-1997). He received a Master's in Accounting and Finance from the University of Essex (1997-1998) and conducted a Ph.D. in Accounting at the same institution (1998-2004). His research interests include: the development of the institution of auditing, the Code of Ethics, current developments in the accounting and auditing standards and accounting and inequalities. Two papers have been published in reputable international journals (Critical Perspectives on Accounting and Accounting Forum). He has served as a reviewer for "Critical Perspectives on Accounting", "Accounting History" and «Journal of Business Ethics".

Since 2006, he has taught a number of university courses in the area of financial accounting, both at the undergraduate and the postgraduate level. He has professional experience as an assistant certified auditor (2005-2009) and he is a member of the Institute of Certified Auditors in Greece. He has also been a member of the Committee of Accounting Books of the Ministry of Economy.

He is a member of the team of conveners of the Critical Accounting Stream at the 8th Critical Management Studies Conference, University of Manchester, 10th-12th July 2013, see call for papers.

He is also a member of the team of quest editors for the Special Issue on "Equality, Diversity and Inclusion in Accounting", "Critical Perspectives on Accounting", submissions deadline by 31th October, 2013, see call for papers.

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Dimitris Manolopoulos is a lecturer at the Department of Business Administration at the Athens University of Economics and Business. He has earned his Ph.D. from the University of Reading, UK. He has a Master Degree in International and European Economic Studies from Athens University of Economics and Business and a Bachelor Degree from Panteion University of Social and Political Sciences in Public Administration.

His research interests include international business, management and strategy, as well as human resources and technology management. He serves as a member of the Editorial Board in Contemporary Management Research, an academic journal for all the fields of management. Dr Manolopoulos has been published in major international peer reviewed journals, including Management International Review, International Business Review, Journal of International Management, Employee Relations and International Journal of Human Resource Management, among others. Five of his publications are listed in the Financial Times (FT-40) journals' list; which includes the most prestigious scientific journals in business studies and is used so as to rank top Business Schools worldwide. He is the author of a monograph, examining the ecosystem of foreign direct investment. He has written several book chapters for international editions. He also presents his work annually in international conferences.

Dr. Manolopoulos has ten years of working experience in both private and public sector. He has been employed as a strategic consultant for a large multinational corporation, where he had the opportunity to actively engage himself in major projects, as well as in the strategy department of Public Power Corporation. He has taught courses at both graduate and undergraduate level at Athens University of Economics and Business, the American College of Greece (where he had served as the Head of International Business and European Affairs Department) and the University of Central Greece.

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He has published his work in the International Peer Reviewed Journals: Long Range Planning and European Management Journal. His publications have received more than 25 citations and have been in the corresponding journals' top download lists for 4 quarters and 8 quarters respectively (as well as the top downloaded article of the journal for 4 consecutive quarters). His research has

also been presented in various international conferences including: the American Academy of Management (where his article has been published in the best papers proceedings), the IEEE-International Engineering Management Conference, the European Group of Organization Studies (EGOS) and the Eastern Academy of Management (EAM).

He has worked at Deloitte and Touche Consulting for 3 years at the position of Senior Consultant, and has performed numerous consulting projects in Greece and abroad for large private and public organizations. He has also taught a number of executive training courses on Strategy, Performance Measurement/Management and Human Resources.

He is an associate of the City & Guilds Association, a member of the Academy of Management, a member of the Engineers Chamber of Greece, a member of the Economic Chamber of Greece and he has been certified by the National Accreditation Centre for Continuing Vocational Training. He is also a reviewer for various international academic journals such as: Long Range Planning, Human Resource Management and the European Management Journal.

### **Tarnanidou Christina**

Lecturer

Department of Business Administration

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Christina I. Tarnanidou is a Lecturer of Commercial Law and Financial Law at the Business Administration Department of the Athens University of Economics and Business (2012).

She holds a Bachelor's degree in Law from the School of Law of the Faculty of Law, Economic and Political Sciences of the Aristotle University of Thessaloniki (1995). After her postgraduate studies in Commercial Law and Financial Law (1998) in the same University and in England (1998), she obtained a PhD in Derivatives Law (2006).

She is a legal counsel of the Greek Exchange since 1999 (Derivatives Exchange, Athens Derivatives Clearing House, Athens Stock Exchange, Hellenic Exchanges) and a project manager in a series of regulatory projects including among others the review and compliance of the rulebooks of the Athens Exchange to the European directives (ISD, MiFID etc.) and international standards, the drafting of the statutory changes of the clearing and settlement sector (L. 3606.2007, part. II) and of the rulebooks on the transition of the cash settlement of the securities and derivatives transactions to Target2 environment under the aegis of the Bank of Greece. She represented the Greek Exchange in many committees and authorities in Greece and abroad (Hellenic Capital Market Commission, Bank of Greece, European Central Bank, European Commission) on issues related to capital markets and the financial system in general. She also drafted the legal framework on certifications and professional adequacy standards of the Exchange.

Since 1999 she carries out as an expert seminars in the Exchange related to capital markets, while since 2005 she participates in postgraduate programs of the Athens University of Economics and Business and teaches relevant courses.

She is an author of many articles, monographs and legal opinions published in academic journals including Butterworths Journal of International Banking and Financial Law, International Financial Law Review, Commercial Law Review (Greek journal), Enterprise and Company Law (Greek journal), Financial Law (Greek Journal) etc.

Her research interests are focused on issues related to exchange and capital markets law, company law, mainly to corporate governance, as well as to the legal framework of the emission allowances.

#### **2.2.5. To be assigned / hired**

##### **Truli Emmanouela**

Lecturer

Department of Business Administration

##### **Koulouridas Athanasios**

Lecturer

Department of Business Administration

#### **2.2.6. Professors Emeritus**

##### **Karathanasis Georgios**

Professor Emeritus

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##### **Kottis Georgios**

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##### **Petraki Kotti Athena**

Professor Emeritus

Department of Business Administration

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##### **Stathopoulos Athanasios**

Professor Emeritus

Department of Business Administration

## ACADEMIC PROGRAM 2012-2013

| Course Unit Code | 1st Semester  | Instructor                          | Course Unit Code | 2nd Semester  | Instructor                              |
|------------------|---|-------------------------------------|------------------|---|---|
| 2111<br>C        | Economics of Business   | A. Nikolopoulos<br>A. Papalexandris | 2210<br>C        | Principles of Business Administration                 | O. Kiriakidou<br>H. Salavou             |
| 2113<br>C        | Microeconomics I  | C. Bourlakis<br>Z. Ventoura         | 2212<br>C        | Macroeconomic Theory and Policy<br>(Macroeconomics I) | G. Vamvoukas                            |
| 2115<br>C        | Quantitative Methods I (General Mathematics for Economics and Business) | C. Bourlakis                        | 2214<br>C        | Elements of Computer and Information Systems          | D. Kardaras                             |
| 2117<br>C        | Civil Law (Civil Law I)   | Ch. Tarnanidou                      | 2216<br>C        | Statistics for the Management                         | E. Kyriakidis<br>E. Panas<br>M. Aifanti |
| Foreign Language |   |                                     | Foreign Language |   |   |
| 2135-1           | English I - Basic Business English: Part A                              | K. Legaki                           | 2230-1           | English II - Basic Business English: Part B           | M. Patrona                              |
| 2137-1           | French I - Basic Business French: Part A                                | G. Vobiri                           | 2232-1           | French II - Basic Business French: Part B             | G. Vobiri                               |
| 2139-1           | German I - Basic Business German: Part A                                | I. Zikou                            | 2234-1           | German II - Basic Business German: Part B             | I. Zikou                                |

| Course Unit Code | 3rd Semester  | Instructor   | Course Unit Code | 4th Semester  | Instructor  |
|------------------|---|--|------------------|---|---|
| 2311<br>C        | Introduction to Financial Accounting                                | E. Dedoulis<br>Tutor:<br>S. Veriopoulou<br>E. Kasotaki | 2410<br>C        | Advanced Financial Accounting   | S. Spilioti<br>E. Dedoulis<br>Tutor:<br>S. Veriopoulou<br>E. Kasotaki |
| 2313<br>C        | Quantitative Methods III (Econometrics)                             | G. Vamvoukas   | 2412<br>C        | Commercial Law II (Regulation on Commercial and Financial Transactions) | Ch. Tarnanidou  |
| 2315<br>C        | Principles of Marketing and Product Management (Marketing I)        | G. Panigyrakis   | 2414<br>C        | Marketing II - Consumer Behaviour                                       | A. Zarkada  |
| 2317<br>C        | Management I  | A. Ioannidis<br>D. Manolopoulos                        | 2416<br>C        | Financial Management I  | P. Diamantis<br>A. Drakos   |
| 2319<br>C        | Commercial Law I (Regulation on the organization of the enterprise) | Ch. Tarnanidou   | 2418<br>C        | Microeconomics II   | C. Bourlakis  |
| 2331<br>C        | Information Systems   | D. Kardaras  |                  |   |   |
| Foreign Language |   |  | Foreign Language |   |   |
| 2391-1           | English III - Intermediate Business English: Part A                 | F. Karamitroglou                                       | 2430-1           | English III - Intermediate Business English: Part B                     | M. Patrona  |
| 2393-1           | French III - Intermediate Business French: Part A                   | G. Vobiri  | 2432-1           | French III - Intermediate Business French: Part B                       | G. Vobiri   |
| 2395-1           | German III - Intermediate Business German: Part A                   | I. Zikou   | 2434-1           | German III - Intermediate Business German: Part B                       | I. Zikou  |

## Specialization: Business Administration

| Course Unit Code        | 5th Semester   | Instructor                | Course Unit Code        | 6th Semester                               | Instructor                       |
|-------------------------|--|---------------------------|-------------------------|--|----------------------------------|
| 2511<br>C               | Financial Management II                              | P. Diamantis<br>A. Drakos | 2610<br>C               | Business Policy and Strategy               | V. Papadakis<br>E. Salavou       |
| 2513<br>CS              | Human Resource Management                            | O. Kyriakidou             | 2612<br>C               | Cost Accounting                            | S. Cohen<br>Tutor:<br>M. Koletsi |
|                         |  |                           | 2614<br>CS              | Conflict Management                        | A. Nikolopoulos                  |
| Foreign Language        |  |                           | Foreign Language        |  |                                  |
| 2119                    | Business Correspondence and Communication in English | E. Sioti - Leskovits      | 2515                    | English Business Terminology               | F. Karamitroglou                 |
| 2131                    | Business Correspondence and Communication in French  | G. Vobiri                 | 2517                    | French Business Terminology                | G. Vobiri                        |
| 2133                    | Business Correspondence and Communication in German  | I. Zikou                  | 2519                    | German Business Terminology                | I. Zikou                         |
| Specialization Elective |  |                           | Specialization Elective |  |                                  |
| 2523                    | Organizational Psychology                            | O. Kyriakidou             | 2834                    | High – Tech Marketing                      | G. Siomkos                       |
| 7107                    | Income Tax   |                           | 2608                    | Supply Chain Management                    | P. Maniatis                      |
| 2525                    | Capital Market Regulation and Corporate Governance   | Ch.Tarnanidou             | 2606                    | Special Topics of Production Management    | P. Maniatis                      |
| 8121                    | Project Management                                   | K. Zografos               | 2628                    | Leadership and Personal Skills Development | L. Panagiotopoulou               |
| 2539                    | International Management                             | D. Manolopoulos           | 2624                    | Special Business Tax Issues                |                                  |
| 2509                    | Production Management                                | P. Maniatis               |                         |  |                                  |
| 2521                    | Innovation Management                                |                           |                         |  |                                  |

| Course Unit Code        | 7th Semester                       | Instructor                          | Course Unit Code        | 8th Semester  | Instructor      |
|-------------------------|------------------------------------|-------------------------------------|-------------------------|---|-----------------|
| 2810<br>C               | Financial Statement Analysis       | K. Karamanis<br>Tutor:<br>K. Koxila | 2717<br>CS              | Management II   | A. Ioannidis    |
| 2711<br>CS              | Industrial Relations               | A. Nikolopoulos                     |                         |   |                 |
| 2812<br>CS              | Special Topics in Strategy         | V. Papadakis<br>A. Ioannidis        |                         |   |                 |
| Specialization Elective |                                    |                                     | Specialization Elective |   |                 |
| 2701                    | The Greek General Accounting Plan  | S. Spilioti                         | 2804                    | Special Topics in Conflict Management and Negotiation |                 |
| 7117                    | International Accounting Standards | D. Gikas                            | 2802                    | Administrative Psychology                             |                 |
| 2743                    | Decision Making                    | A. Papalexandris                    | 2806                    | Technology Management in Multinational Corporations   | D. Manolopoulos |
| 2521                    | Innovation Management              |                                     |                         |   |                 |
|                         |                                    |                                     |                         |   |                 |



## Specialization: Information Systems Management

| Course Unit Code        | 5th Semester   | Instructor                | Course Unit Code        | 6th Semester   | Instructor                       |
|-------------------------|--|---------------------------|-------------------------|--|----------------------------------|
| 2511<br>C               | Financial Management II                                  | P. Diamantis<br>A. Drakos | 2610<br>C               | Business Policy and Strategy                                   | V. Papadakis<br>E. Salavou       |
| 2531<br>CS              | Information Systems Management                           | D. Kardaras               | 2612<br>C               | Cost Accounting  | S. Cohen<br>Tutor:<br>M. Koletsi |
| 2533<br>CS              | Business Informatics                                     | X. Mamakou                | 2616<br>CS              | Methodologies of Design and Development of Information Systems | X. Mamakou                       |
| Foreign Language        |  |                           | Foreign Language        |  |                                  |
| 2119                    | Business Correspondence and Communication in English     | E. Sioti - Leskovits      | 2515                    | English Business Terminology                                   | F. Karamitroglou                 |
| 2131                    | Business Correspondence and Communication in French      | G. Vobiri                 | 2517                    | French Business Terminology                                    | G. Vobiri                        |
| 2133                    | Business Correspondence and Communication in German      | I. Zikou                  | 2519                    | German Business Terminology                                    | I. Zikou                         |
| Specialization Elective |  |                           | Specialization Elective |  |                                  |
| 8121                    | Project Management                                       | K. Zografos               | 2836                    | Strategic e-Marketing  | I. Rigopoulou                    |
| 8125                    | Business Management and Technology                       | G. Doukidis               | 8152                    | Digital Content and Communications                             | G. Lekakos                       |
| 8119                    | Implementation of Information Systems - Java Programming | G. Lekakos                | 8106                    | Information and Telecommunication Technologies                 | D. Xatziantoniou<br>I. Mourtos   |
| 3662                    | Information Systems Security                             |                           | 3543                    | Database Design  | I. Kotidis                       |
| 3751                    | Investment Evaluation with Computer Science Applications | E. Mageirou               | 3222                    | Computer Programming with Java                                 | V. Siris                         |
| 3125                    | Introduction to Computer Programming                     | A. Dimakis                |                         |  |                                  |
| 2733                    | Accounting Software                                      | K. Karamanis<br>Tutor:    |                         |  |                                  |
| 7107                    | Income Tax   |                           |                         |  |                                  |
| 2525                    | Capital Market Regulation and Corporate Governance       | Ch.Tarnanidou             |                         |  |                                  |

| Course Unit Code        | 7th Semester                              | Instructor                          | Course Unit Code        | 8th Semester  | Instructor                        |
|-------------------------|---|-------------------------------------|-------------------------|---|-----------------------------------|
| 2810<br>C               | Financial Statement Analysis              | K. Karamanis<br>Tutor:<br>K. Koxila | 2816<br>CS              | Internet and Enterprise Information Systems                             | D. Kardaras<br>Lab:<br>X. Mamakou |
| 2713<br>CS              | Applications OF Business Informatics      | X. Mamakou                          |                         |   |                                   |
| Specialization Elective |   |                                     | Specialization Elective |   |                                   |
| 2715                    | Decision Support Systems                  | D. Kardaras                         | 2814                    | Technologies for Business Process Reengineering and Information Systems | D. Kardaras                       |
| 2701                    | The Greek General Accounting Plan         | S. Spilioti                         |                         |   |                                   |
| 7117                    | International Accounting Standards        | D. Gikas                            |                         |   |                                   |
| 8137                    | Data Management and Business Intelligence | D. Xatziantoniou                    |                         |   |                                   |
| 8139                    | Management of Information Resources       | A. Pouloudi                         |                         |   |                                   |
| 8159                    | Enterprise Resource Planning Systems      | G. Ioannou                          |                         |   |                                   |

## Specialization: Accounting and Financial Management

| Course Unit Code        | 5th Semester   | Instructor  | Course Unit Code        | 6th Semester                                | Instructor                        |
|-------------------------|--|---|-------------------------|---|-----------------------------------|
| 2511<br>C               | Financial Management II                              | P. Diamantis<br>A. Drakos                         | 2610<br>C               | Business Policy and Strategy                | V. Papadakis<br>E. Salavou        |
| 2535<br>CS              | Money and Fixed Income Securities Markets            | G. Kouretas                                       | 2612<br>C               | Cost Accounting                             | S. Cohen<br>Tutor:<br>M. Koletsi  |
|                         |  |   | 2618<br>CS              | Financial Accounting                        | E. Dedoulis                       |
| Foreign Language        |  |   | Foreign Language        |   |                                   |
| 2119                    | Business Correspondence and Communication in English | E. Sioti - Leskovits                              | 2515                    | English Business Terminology                | F. Karamitroglou                  |
| 2131                    | Business Correspondence and Communication in French  | G. Vobiri   | 2517                    | French Business Terminology                 | G. Vobiri                         |
| 2133                    | Business Correspondence and Communication in German  | I. Zikou  | 2519                    | German Business Terminology                 | I. Zikou                          |
| Specialization Elective |  |   | Specialization Elective |   |                                   |
| 2733                    | Accounting Software                                  | K. Karamanis<br>Lab:<br>M. Koletsi<br>E. Kasotaki | 2620                    | Risk Management                             | K. Kassimatis                     |
| 7017                    | Income tax   |   | 2818                    | Tax Accounting                              |                                   |
| 2525                    | Capital Market Regulation and Corporate Governance   | Ch.Tarnanidou                                     | 2816                    | Internet and Enterprise Information Systems | D. Kardaras<br>Lab:<br>X. Mamakou |

| Course Unit Code        | 7th Semester                       | Instructor                          | Course Unit Code        | 8th Semester                    | Instructor   |
|-------------------------|------------------------------------|-------------------------------------|-------------------------|---------------------------------|--------------|
| 2810<br>C               | Financial Statement Analysis       | K. Karamanis<br>Tutor:<br>K. Koxila | 2719<br>CS              | Auditing                        | K. Karamanis |
| 2731<br>CS              | Management Accounting              | S. Cohen<br>Tutor:<br>K. Koxila     |                         |                                 |              |
| Specialization Elective |                                    |                                     | Specialization Elective |                                 |              |
| 2729                    | Financial Econometrics             | G. Kouretas                         | 2838                    | International Finance           | G. Kouretas  |
| 2471                    | Financial Management III           | K. Kassimatis                       | 2826                    | Banking Institutions Management | G. Kouretas  |
| 2701                    | The Greek General Accounting Plan  | S. Spilioti                         | 2828                    | Accounting Valuation Models     |              |
| 7117                    | International Accounting Standards | D. Gikas                            |                         |                                 |              |

## Specialization: Marketing

| Course Unit Code        | 5th Semester   | Instructor                | Course Unit Code        | 6th Semester                 | Instructor                       |
|-------------------------|--|---------------------------|-------------------------|------------------------------|----------------------------------|
| 2511<br>C               | Financial Management II                              | P. Diamantis<br>A. Drakos | 2610<br>C               | Business Policy and Strategy | V. Papadakis<br>E. Salavou       |
|                         |  |                           | 2612<br>C               | Cost Accounting              | S. Cohen<br>Tutor:<br>M. Koletsi |
|                         |  |                           | 2630<br>CS              | Marketing Research           | G. Siomkos                       |
|                         |  |                           | 2632<br>CS              | Brand Management             | I. Rigopoulou                    |
| Foreign Language        |  |                           | Foreign Language        |                              |                                  |
| 2119                    | Business Correspondence and Communication in English | E. Sioti - Leskovits      | 2515                    | English Business Terminology | F. Karamitroglou                 |
| 2131                    | Business Correspondence and Communication in French  | G. Vobiri                 | 2517                    | French Business Terminology  | G. Vobiri                        |
| 2133                    | Business Correspondence and Communication in German  | I. Zikou                  | 2519                    | German Business Terminology  | I. Zikou                         |
| Specialization Elective |  |                           | Specialization Elective |                              |                                  |
| 2537                    | Advertising and Promotion Techniques                 | I. Rigopoulou             | 2640                    | Sales and Brand Management   | A. Zarkada                       |
| 5647                    | Pricing Strategy                                     | K. Intounas               |                         |                              |                                  |
| 7107                    | Income Tax   |                           |                         |                              |                                  |
| 2525                    | Capital Market Regulation and Corporate Governance   | Ch.Tarnanidou             |                         |                              |                                  |

| Course Unit Code        | 7th Semester                               | Instructor                                    | Course Unit Code        | 8th Semester                | Instructor     |
|-------------------------|--|---|-------------------------|-----------------------------|----------------|
| 2810<br>C               | Financial Statement Analysis               | K. Karamanis<br>Tutor:<br>K. Koxila           | 2836<br>CS              | Strategic e-Marketing       | I. Rigopoulou  |
| 2735<br>CS              | Strategic Marketing Planning               | G. Siomkos                                    | 2642<br>CS              | International Marketing     | G. Panigyrakis |
| Specialization Elective |  |   | Specialization Elective |                             |                |
| 2739                    | Services Marketing                         | A. Zarkada                                    | 2832                    | Public Relations            | G. Panigyrakis |
| 2701                    | The Greek General Accounting Plan          | S. Spilioti                                   | 2834                    | High – Tech Marketing       | G. Siomkos     |
| 7117                    | International Accounting Standards         | D. Gikas                                      | 5648                    | Supply Networks & Logistics | D. Skarmas     |
| 5627                    | Supply Management and Industrial Marketing | G. Avlonitis<br>S. Gounaris<br>S. Dimitriadis |                         |                             |                |

## General Electives

| Course Unit Code | Winter Semester                           | Instructor                           | Course Unit Code | Spring Semester   | Instructor                      |
|------------------|---|--------------------------------------|------------------|---|---------------------------------|
| 2301             | International Economic Relations          | G. Vamvoukas                         | 2400             | Business Law Issues   | G. Theocharidis                 |
| 2303             | Natural Environment and Natural Resources | V. Ninni                             | 2402             | Technological Topics of Industry II                             | V. Ninni                        |
| 2305             | Industrial Economics                      | Z. Ventoura                          | 2406             | Labor Law   | A. Koulouridas                  |
| 2307             | Technological Topics of Industry I        | V. Ninni                             | 2408             | Performance Management (Business Studies II                     | O. Kyriakidou                   |
| 2309             | Regulatory issues of the European Union   | Ch. Tarnanidou                       | 2420             | Organizational BEHAVIOUR  | O. Kyriakidou                   |
| 2325             | Internship                                | D. Manolopoulos<br>A. Papalexiandris | 2422             | Special Subjects of Transactions of Private Law, (Civil Law II) | Ch. Tarnanidou                  |
| 1191             | Principles of Political Science           | N. Baltas<br>S. Blavoukos            | 2444             | Students' Vocational Training                                   | D. Manolopoulos<br>G. Vamvoukas |
| 1193             | Principles of Sociology                   | T. Kavounidis                        | 1642             | Monetary Theory and Policy                                      | P. Korliras<br>G. Sapountzoglou |
| 1321             | Marxian Economics I                       | A. Vlachou                           | 1881             | Regional and Urban Economics                                    |                                 |
| 1562             | Workplace Economics                       | A. Miaouli                           | 7126             | Code of Books and Records - Indirect Taxes                      |                                 |
| 6033             | Sampling Techniques and Sample Surveys    | I. Papageorgiou                      | 2424             | Management of Small and Medium Enterprises                      |                                 |
| 1880             | Problem Structure and the Greek Economy   | I. Minoglou                          | 2428             | Institutional Consumer Protection of Trade                      |                                 |
|                  |   |                                      | 2440             | Institutional Issues of E-Commerce                              |                                 |

# Program Presentation and Short Description of Course Content

## 1<sup>st</sup> Semester

### ECONOMICS OF BUSINESS

- COURSE UNIT CODE  
2111
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
1<sup>st</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Nikolopoulos, Professor  
A. Papalexandris, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT

The course aims at providing students with the basic knowledge related to how different organizations operate, and it also aims at introducing students to the scientific methodology of social sciences. This course addresses issues related to business administration as this is taught at Central European universities and especially in German-speaking countries (Allgemeine Betriebswirtschaftslehre). In this way, it is differentiated from the basic management course that is taught in the US. The curriculum includes the following subjects: the enterprise as a social subsystem; categorization and formalization of the main problems that companies face; the scientific approach and the different organizational orientations (government, environment, decisions, and behavior); categorization, establishment, functions, objectives and location selection considerations for different organizations. In addition, the course will examine practical case studies related to several areas of the course, e.g., budgeting process and ways to improve productivity. The course is designed to help develop student skills and aid students in their studies by: (a) introducing students to the courses that will be covered in the next semesters, (b) helping students understand the variety of variables that affect operational activities and (c) by allowing students to recognize the interdependencies and trade-offs of different business functions and activities.

- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- COURSE CONTENTS

The analysis of the variables of business conduct is the first step, so that students can grasp the complexity of business development and behavior. This analysis enables us then to look at how we deal with this complexity and make well-grounded decisions. For this reason, we examine how to approach the scientific truth and following this, the different business orientations. The next step is to examine the main operations of a company, which is facilitated by the government approach/orientation, since, through this approach, it is possible to record the diverse organizational functions and examine their relationships. The identification of competitive advantages and disadvantages requires the development of criteria that can allow the distinctions between different organizations, a topic that is addressed in the chapter dealing with the typology of organizations. In the last part of the lectures, we identify and



analyze key decisions made by organizations, such as: the selection of the appropriate method of organization, the creation of a new organization and the decision for its location. The course also analyses case studies designed to better understand the content of the lectures and to aid in the development of the students' critical ability.

- RECOMMENDED OR REQUIRED READING



Nikolopoulos, A. (2006) Introduction to Economics and Management of business, Athens: O.P.A.



Thomadakis, S. and Alexakis, P. (2006) Business Economics, Athens: Stamoulis.



Papadopoulos, D. (1985) Introduction to General Business Economics, Athens: Afoi. Kyriakidi.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

Lectures



- ASSESSMENT METHODS AND CRITERIA

Final written exam



- LANGUAGE OF INSTRUCTION

Greek





## MICROECONOMICS I

- COURSE UNIT CODE  
2113
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
1<sup>st</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Constantine Bourlakis, Associate Professor of Economics  
Z. Ventoura, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
This course aims to introduce students to the concepts of scarcity and choice, and their influences in the decision-making process of individual consumers, groups of consumers, and firms. The course examines: price mechanism (demand, supply and price) and allocation of resources; comparative advantage and specialization; the theory of the firm - short run and long run cost/revenue structure and the interaction between the various types of markets.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- COURSE CONTENTS  
Demand and Supply, Elasticity of Demand and Supply, Efficiency and Fairness of Markets, Markets Activity, Taxes, Consumer Choice and Demand, Production and Cost, Perfect Competition, Monopoly, Monopolistic Competition
- RECOMMENDED OR REQUIRED READING  
 Bade, R and Parkin, M, (2009), "Foundations of Microeconomics", 4th Edition, Prentice Hall, USA.  
 Bourlakis, C., (2006), "Applications and Exercises in Contemporary Microeconomics", Rosili Publishing, Athens, Greece.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Lectures / class discussions and applications of business environment problems
- ASSESSMENT METHODS AND CRITERIA  
2-hour written examination
- LANGUAGE OF INSTRUCTION  
Greek

## QUANTITATIVE METHODS I (GENERAL MATHEMATICS FOR ECONOMICS AND BUSINESS)

- COURSE UNIT CODE  
2115
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
1<sup>ST</sup> SEMESTER
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Constantine Bourlakis, Associate Professor of Economics
- LEARNING OUTCOMES OF THE COURSE UNIT  
This course aims to introduce students to the mathematical methods used to solve and to apply business and economics related problems.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- COURSE CONTENTS  
Simultaneous Equations, Linear Algebra and Applications, Non-Linear Functions and Applications, Differentiation and Applications, Functions of Several Variables, Integration and Applications, Differential Equations, Difference Equations.
- RECOMMENDED OR REQUIRED READING
  -  Bourlakis, C. A. and Lorentziadis, P., (2008), "Applied Mathematics for Business and Economics", Athens University of Economics and Business Publications, Athens, Greece.
  -  Bourlakis, C., (2006), "Applications and Exercises in Contemporary Microeconomics", Rosili Publishing, Athens, Greece.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Lectures / class discussions and applications to business environment problems
- ASSESSMENT METHODS AND CRITERIA  
2-hour written examination
- LANGUAGE OF INSTRUCTION  
Greek

## CIVIL LAW (CIVIL LAW I)



- COURSE UNIT CODE  
2117
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
1<sup>st</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Christina Tarnanidou, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
Objective of the course is:
  - For the undergraduate student to be acquainted with basic legal concepts and the general principles of current private law. Particular emphasis is given to the comprehension of basic concepts and principles of current private property law, into the frame of the current legal order.
  - To constitute an essential base for the teaching of commercial law and various legal courses taught in next semesters.
  - For the undergraduate to comprehend that basic legal knowledge constitutes a valuable attribute for the graduates of our department.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
N.A.
- COURSE CONTENTS
  - Short introduction to private law and public law.
  - Concept and aims of law. Sources and departments of law. Rational form and function of a legal provision. Interpretation and application of legal provisions.
  - General principles of civil law. The persons as subjects of legal relations and transactions. Individuals. Legal persons.
  - The rights.
  - The legal acts. Significance. Types of legal acts. Conditions of entry into force and validity of legal acts. Establishing a contract. Representation. Legal act under condition and under deadline. The ineffectiveness of legal acts.
  - Torts. Categories of wrongful acts. The concept of offence. Torts of legal persons.
  - The time in law. Deadlines. Statute of limitations. The extinguishing deadline.
- RECOMMENDED OR REQUIRED READING.
  -  Spyridaki, Proposals in Civil Law
  -  A. Varka Adami, Introduction to Civil Law
  -  Spyridaki, Civil Code and Introductory Law
  -  S. Stamatopoulos, Civil Code.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
4 hours teaching, and 1 “progress” per semester.  
Communication: 2 office hours at the University and any time by phone.
- ASSESSMENT METHODS AND CRITERIA  
Final written examination
- LANGUAGE OF INSTRUCTION

Greek




- WORK PLACEMENT(s)

No

### PRINCIPLES OF BUSINESS ADMINISTRATION

- COURSE UNIT CODE  
2210
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
2<sup>nd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
O. Kiriakidou, Assistant Professor  
H. Salavou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
Course objectives:
  - To understand basic business functions
  - To acquire skills in business administration
  - To assess critically models adopted by business functions
  - To connect theory with practice
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS  
This is an introductory course of business administration examining the fundamental characteristics of companies and their business functions. Primarily, this course shows how companies operate and how each business function, alone or in combination, contributes to the creation of competitive advantage.
- RECOMMENDED OR REQUIRED READING
  -  Salavou, H. and Kyriakidou, O. (2010). Management: Business Functions (in Greek). Athens: Rosili
  -  Bennet R. (2001). Introduction to Business Administration (translated in Greek). Athens: Klidarithmos
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The course consists of 18 lectures (of two hours each) of theory, 4 lectures of practice and 2 lectures with invited speakers (representatives of companies)
- ASSESSMENT METHODS AND CRITERIA  
Written exams and participation in cases studies
- LANGUAGE OF INSTRUCTION  
Greek

## MACROECONOMIC THEORY AND POLICY (MACROECONOMICS I)

- COURSE UNIT CODE  
2212
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
2<sup>nd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Vamvoukas, Associate Professor  
Th. Anastasiou
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course aims at providing a flexible structure of introduction to macroeconomics by discussing a wide range of macroeconomic issues related to theory and policy. The core topics of the course are the composition of GDP, the structure of the national economy, the labor market equilibrium, the goods and financial markets, the IS-LM/AS-AD model, the problems of inflation and unemployment, government deficits and debt, the role of fiscal and monetary policy, business cycles, the facts of productivity, competitiveness and growth.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
N.A.
- COURSE CONTENTS  
The course is organized around six key parts, mainly, the national income accounting, the IS-LM/AS-AD model, business cycles, fiscal and monetary policy, budget deficits and public debt, competitiveness and productivity.
- RECOMMENDED OR REQUIRED READING
  -  Kioxas P.A., G. Papanikolaou and A. Kioxas, Macroeconomics: Theory Applications, Athens: E. Kioxou.
  -  Abel A.B., B.S. Bernanke and D. Croushore, Macroeconomics, Addison-Wesley.
  -  Blanchard O., Macroeconomics, Prentice Hall.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Teaching will include lectures and tutorials.
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exam.
- LANGUAGE OF INSTRUCTION  
Greek

## ELEMENTS OF COMPUTER AND INFORMATION SYSTEMS

- COURSE UNIT CODE  
2214
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
2<sup>nd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
D. Kardaras
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course makes an introduction to the academic circle of the Business Informatics courses which are taught in the Department of Business Administration. Its syllabus covers elementary, but up-to-date, subjects of Business Informatics. In a nutshell, the course includes the following topics:
  - A presentation of Information Systems in general.
  - A description of the information creation process.
  - Use of the systemic theory as a means of comprehending the information systems' concept.
  - An introduction to the modern hardware and software packages as well as to the latest computer architectures.
  - Simple aspects of computer networks and data transmission.
  - Elements of systems software and applications.
  - An introduction to the business data collecting, processing and managing operations, as well as to the general database concept.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES, 2 HOURS OF WEEKLY LABS
- PREREQUISITES AND CO-REQUISITES  
There are no prerequisites for this course.
- COURSE CONTENTS
  1. **BUSINESS INFORMATION SYSTEMS:**
    - Information and Data
    - Transmission of Information
    - Elements of Systems Theory
    - Information Systems
    - Business Information Systems
  2. **COMPUTER SYSTEMS**
    - History of Computer Systems,
    - Generations of Computer systems
    - Concepts Hardware and Software
    - Central Processing Unit, Central Memory
    - Input – Output Units
    - Processors – Microprocessors, Coding Systems, Arithmetic of computers systems, Peripheral devices
  3. **SOFTWARE**
    - Systems Software, Applications Software, Categories of Operating Systems, Windows, Unix, Linux



- Programming Languages , Categories of Programming Languages , Business software, Files and Databases

#### **4. DATA TRANSMISSION**

- Data Transmission
- Concepts of Data Communications, Elements of Networks
- Elements of Internet, The World Wide Web, Search engines, Electronic mail.

#### **5. PRACTICE**

- Operation systems, Use of spreadsheets with MS Excel, Word processing, Use of the internet, Presentations with MS PowerPoint, Programming in JustBasic.

- RECOMMENDED OR REQUIRED READING



Papathanassiou E. A., Elements of Computer and Information Systems, Publications Benou 2010.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course includes a complete laboratorial program, which focuses on practice-teaching students to operate software packages that cover simple business and office needs and to use computer systems. The program comprises of the use of operating systems, word processing software, use of MS Excel spread sheets, use of the Internet and use of processes to solve simple business problems.

The program takes place in the laboratories of the computer center, under the guidance and supervision of teachers. The laboratory course duration for each student is two hours per week for the entire semester. The students are enrolled at the laboratory course, they are split into groups and they always maintain their seats. In order to support the laboratory course, a special handbook is used, which includes the topics covered during the lectures, in detail, along with the relevant theory, computer exercises and related instructions on the course. The files that are used and retrieved by the students during the laboratory course are stored in network hard drives.

- ASSESSMENT METHODS AND CRITERIA

All students who attend every course without any absence can participate in the laboratory exams, which include a practical part that is conducted within the computer center and a theoretical one. The examination takes place at the end of the course. This practical examination gives students the opportunity to avoid final written exams as long as they confirm their practical exam grades at the official written examination day. All the students who did not participate or failed at the practical exams or those who were not satisfied with their grades can participate in the final written exams.


- LANGUAGE OF INSTRUCTION

Greek

- WORK PLACEMENT(S)

Work placements may be given, but are not compulsory.

## STATISTICS FOR THE MANAGEMENT

- COURSE UNIT CODE  
2216
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
2<sup>nd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Kyriakidis Epaminondas, Associate Professor  
Demiris Nicos, Lecturer  
Panas Epaminondas, Professor  
Aifanti Maria, Scientific Personnel
- LEARNING OUTCOMES OF THE COURSE UNIT  
The students after the completion of all lectures will be able to construct and interpret histograms, to compute probabilities, expected values and variances, to have working knowledge of binomial distribution, Poisson distribution and normal distribution, to construct confidence intervals, to perform hypothesis testing, and to find the regression equation.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
General Mathematics
- COURSE CONTENTS
  - Types of statistical data and sampling techniques
  - Presentation of statistical data (matrices, diagrams)
  - Mean and variance of a sample
  - Computation of asymmetry
  - Introduction to Probability and Probability Distributions (Sample space, events, properties of probabilities, discrete random variables, continuous random variables, binomial distribution, Poisson distribution)
  - Confidence interval for the mean value of a normal population when the variance is known and unknown
  - Confidence interval for proportions
  - Determination of sample size
  - Confidence interval for the difference of mean values and proportions
  - Hypothesis testing for the mean value of a normal population when the variance is known (Z-test) or unknown (t-test)
  - Hypothesis testing for proportions
  - Hypothesis testing for the difference of two mean values
  - Hypothesis testing for the difference of two proportions
  - Hypothesis testing for the ratio of two variances (F-test)
  - Simple linear regression and correlation (correlation coefficient, significance testing for the correlation coefficient, estimation of the regression equation with the method of least squares, test of statistical significance for the regression coefficient, prediction)
- RECOMMENDED OR REQUIRED READING  
 Berenson M., Levine D., Krehbiel T. Basic Business Statistics: Concepts and Applications, 8th Edition, Prentice-Hall Inc. New York.



Chalikias J., Business Statistics, 3rd Edition, Rosili, 2010 (in Greek).



Panas, E., Theory and Applications of Linear Model, Sblias, 1993 (in Greek).

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

Attendance of lectures, solving exercises





- ASSESSMENT METHODS AND CRITERIA

Written examinations

- LANGUAGE OF INSTRUCTION

English

**INTRODUCTION TO FINANCIAL ACCOUNTING**

- COURSE UNIT CODE  
2311
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
E. Dedoulis, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
By attending this course, students familiarize themselves with basic accounting concepts and practices, the operation of the double-entry book-keeping system, the format and content of the basic financial statements (Balance Sheet, Income Statement and Statement of Equity) and the techniques leading to their preparation. Furthermore, they conceptualize how information, included in the financial statements, may be used to make rational economic and business decisions.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
THERE ARE NO PREREQUISITES OR CO-REQUISITES
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students are encouraged to undertake individual or group project which gives them the opportunity to deepen their understanding of terms, concepts and the operation of the double-entry book-keeping system.
- COURSE CONTENTS  
The course provides the necessary theoretical and practical background for understanding modern accounting practices set by the International Financial Reporting Standards. Familiarization with basic concepts ,such as the accounting events, accounting equation, expenses, revenues, assets, liabilities and equity constitutes the first stage of the teaching journey. Then, the double entry accounting system is analyzed through the use of extensive examples and exercises. The course is completed with focusing on the preparation of the basic financial statements (Balance Sheet, Income Statement and the Statement of Equity).
- RECOMMENDED OR REQUIRED READING
  -  Papas, A., (2007). Introduction to Financial Accounting: Theoretical and practical issues. Volume A, Benos, Athens.
  -  Papas, A., (2007). Introduction to Financial Accounting: Theoretical and practical issues. Volume B, Benos, Athens.
  -  Gikas, D., (2006). Financial Accounting. Benos, Athens.
  -  Libby R, Libby, P and Short, D., (2011). Financial Accounting. McGraw Hill International Edition, 7th eds.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course requires the active participation of students throughout the semester. There are two lectures every week and one tutorial (each lasts for two hours).




- ASSESSMENT METHODS AND CRITERIA

Students are assessed with written exams that combine theory and exercises. Understanding of basic terms, concepts and theories, and ability to apply the relevant body of knowledge is required.

- LANGUAGE OF INSTRUCTION

Greek

### QUANTITATIVE METHODS III (ECONOMETRICS)

- COURSE UNIT CODE  
2313
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Vamvoukas, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The primary objective of the course is to provide a comprehensive introduction to econometrics incorporating some of the recent developments in the theory and practice of time series analysis. The course covers material that gives the student a basic understanding of bivariate and multivariate regression model, pointing out some topics on dummy explanatory variables, diagnostic testing and model specification bias.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
The formal prerequisites and co-requisites are elementary statistics and matrix algebra.
- COURSE CONTENTS  
The course focuses on multiple regression analysis, model specification and diagnostic testing. EViews econometric software package is used for class exercises.
- RECOMMENDED OR REQUIRED READING
  -  Vamvoukas G.A. Modern Econometrics: Analysis and Applications, Athens: OPA.
  -  Gujarati D.N., Basic Econometrics, McGraw Hill.
  -  Maddala G., Introduction to Econometrics, John Wiley.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Teaching is planned to include lectures and tutorial lessons.
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exams and an actual computer output employing EViews program.
- LANGUAGE OF INSTRUCTION  
Greek

## PRINCIPLES OF MARKETING AND PRODUCT MANAGEMENT (MARKETING I)

- COURSE UNIT CODE  
2315
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Panigyrakis, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course provides an introduction to the utilization and application of the marketing philosophy in the business environment. The lectures are structured in such a way that the students become familiar with the fundamental marketing concepts and tools such as: market segmentation, product life cycle, consumer behavior, market & marketing research and marketing plan. The course aims to the synthesis and implementation of all marketing elements in the context of a broader marketing programming. Emphasis is given on the importance of marketing concerning, the prosperity, and growth of a company.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- COURSE CONTENTS
  - 1ST WEEK**
    - Marketing Philosophy
  - 2ND WEEK**
    - Competitive Advantage and Marketing
    - Strategic, Tactic and Internal Marketing
  - 3RD WEEK**
    - Consumer Behavior
  - 4TH WEEK**
    - Market Research and Marketing
  - 5TH WEEK**
    - Market Segmentation
  - 6TH WEEK**
    - The Marketing Mix
  - 7TH WEEK**
    - Marketing Plan
    - The Product – Brand Policy
  - 8TH WEEK**
    - Product Promotion
  - 9TH WEEK**
    - Integrated Communication
  - 10TH WEEK**
    - Brand Management
    - The Brand Manager
  - 11TH WEEK**
    - Services – Characteristics of Services
  - 12TH WEEK**

- Brand Policy of Services

### **13TH WEEK**

- Revision

- RECOMMENDED OR REQUIRED READING



“Strategic Product Management”, G.Panigyrakis, Stamoulis editions, 2003, Athens



“Introduction to Marketing”, P. Malliaris, 2001, Stamoulis editions, Athens



“Marketing Management”, P.Kotler, Pearson

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course also focuses on the practical application of marketing through the combination of the theory and practice with the inclusion of case studies from the contemporary and highly competitive business world. A two-hour per week tutorial course is also offered.

- ASSESSMENT METHODS AND CRITERIA



Students take a written exams. A non-compulsory written assignment is also offered.

- LANGUAGE OF INSTRUCTION

Greek






## MANAGEMENT I

- COURSE UNIT CODE  
2317
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Ioannidis, Assistant Professor  
D. Manolopoulos, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
The purpose of the course is to develop an understanding of the four functions of management (planning, organizing, leading, and controlling) in today's rapidly-changing global environment. Special emphasis will be placed on work motivation, interpersonal relations, leadership, group and team dynamics, organizational structure, organizational culture, organizational effectiveness, and organizational change. The course will emphasize the importance of effective and socially responsible management for all types of organizations. At the end of the course, students will understand the contribution of management process and the role of the manager at all organization levels.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
Introduction to Business Administration
- COURSE CONTENTS
  - Organizational Environment
  - External Environment
  - Organizational Decision- Making Process
  - Planning
  - Organizing
  - Leading
  - Controlling
  - Corporate Social Responsibility
  - Leadership Skills Development
  - Organizational Culture
  - Knowledge Management
  - Crisis Management
  - Reputation Management
  - Business Process Management
  - Corporate Universities
  - Business Etiquette
- RECOMMENDED OR REQUIRED READING
  -  Bourandas D. (2002) "Management", Benos Publishing
  -  Ioannidis A. (2012) "Class Notes" (in electronic form – eClass)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Class lectures, case studies, guest-speaker presentations, role-playing

- ASSESSMENT METHODS AND CRITERIA  
Final examination and one group project
- LANGUAGE OF INSTRUCTION  
Greek

## COMMERCIAL LAW I (REGULATION ON THE ORGANIZATION OF THE ENTERPRISE)

- COURSE UNIT CODE  
2319
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Ch. Tarnanidou
- LEARNING OUTCOMES OF THE COURSE UNIT  
Aims of the course are:
  - To provide basic knowledge to students of the main aspects of Commercial Law in line with the updated programs of the National and other European Universities, mainly those related to business administration. It does not include Company Law which is a course of the 4th semester.
  - To facilitate students in considering the differences between commercial enterprises and other non-commercial in relation to the regulatory framework, the applicable provisions and their consequences.
  - To stimulate critical thinking on the process of carrying out commercial transactions under the rules and regulations in force.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Basic knowledge relating to the introduction to the law (e.g. differences between public and private law), civil law concerning general principals, law of contracts and property law.
- COURSE CONTENTS  
The course includes the following parts:  
The first part includes the basic principles of commercial transactions as well as the legal provisions of the personal situation on commercial enterprises. It does not include issues relating to bankruptcy and reorganization that are covered by courses of the 4th semester. It also includes the general principles of the main known commercial transactions that constitute the private law.  
The second part constitutes a broad introduction to the industrial property law. It includes aspects of law related to the trade name, brand name, trademark, as well as issues related to patent law, unfair and free competition law.  
The third part refers to the law of negotiable instruments, including check and bill of exchange.
- RECOMMENDED OR REQUIRED READING
  -  Rokas I (2011). Emporiko Dikaio (4th edition), Nomiki Bibliothiki
  -  Rokas I (2012). Asfaltiko dikaio. Nomiki Bibliothiki.
  -  Markou I. (2008). Enchiridio Emporikou Dikaiou tefhos A. Sakkoulas PN edition
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The learning program includes class teaching, optional preliminary exams, essays, as well as coordinated tours and visits to authorities and bodies of the commerce (e.g. SEV, EVEA).
- ASSESSMENT METHODS AND CRITERIA  
The students are required to participate in the final written exams. Participation in optional exams and essays are taking into account.

- LANGUAGE OF INSTRUCTION  
Greek

## INFORMATION SYSTEMS

- COURSE UNIT CODE  
2331
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
D. Kardaras

- LEARNING OUTCOMES OF THE COURSE UNIT

The course is taught during the 3<sup>rd</sup> academic semester and is the second course in a row, from the group of Business Informatics lessons. Attending the class presupposes knowledge from the course “Elements of Computer and Information Systems”, which is taught during the 2<sup>nd</sup> semester. The course covers the most important issues of Information Systems that are related to:

- Managing business information using modern information technology tools
- The latest scientific knowledge on computer based information systems
- The evaluation of business information systems as a means of covering specific business needs
- Identifying business information needs and covering the suitable computer systems infrastructure within the enterprises. It also examines issues concerning information systems developing platforms and modern technology practices in managing business information data

The course targets to introduce second-year students to the field of business information systems and their applications, using a complete presentation of information systems based not only on theory but also in practice. The objective of the course is mainly the combination of basic scientific knowledge and field expertise as far as modern information systems issues are concerned. It also covers issues on management information needs and is oriented towards business, management and organizational demands.

- MODE OF DELIVERY  
LECTURES AND LABS
- PREREQUISITES AND CO-REQUISITES  
The only prerequisite is the knowledge gained from the course “Elements of Computer and Information Systems” taught during the second semester.
- COURSE CONTENTS

### **INFORMATION SYSTEMS IN BUSINESS ADMINISTRATION**

Introduction to Systems Theory. Architecture and types of Information Systems. Information Systems and Business Process Reengineering. Decision Support Systems, CAD-CAM, CRM, MRP, ERP Systems. Introduction to the Decision Making Process. Introduction to Artificial Intelligence. Expert Systems. Applications of Artificial Intelligence. Data security and security of Information Systems. Viruses and their treatment.

### **FILES AND DATABASES**

Business Data Files, Form of Files, Management and Process of Files. Data Bases use and operation, Data Base Management Systems, Data Base Design.

### **DATA TRANSMISSION, NETWORKS AND APPLICATIONS**

Introduction to data transmission and networks. Internet and the World Wide Web. Elements of Electronic Commerce. Internet and Entrepreneurship

## **PRACTICE ON BUSINESS DATA MANAGEMENT**

Business Data Applications with Excel, Lists, Data Bases and Data Base Functions. Data alteration from and to other programs. Introduction to the relational DBMS MS-Access. Queries and applications with the use of QBE. Design and Implementation of forms and reports. HTML, Basic Commands and Links, Development of simple web pages. Development of business web pages in the World Wide Web.

- **RECOMMENDED OR REQUIRED READING**



Papathanassiou E.A., Kardaras D.K., Information Systems: from theory to practice, Publications Benou, Athens, 2011.

- **PLANNED LEARNING ACTIVITIES AND TEACHING METHODS**

The course includes a complete program with real applications within the premises of the computer center of the University. These applications are implemented with the use of Database Management Systems and with Business Software packages. It also includes the use of modern operating systems, data transmission tools and the use of computer networks, in order to practice on Internet topics and the development of WEB pages. Through this practice, students are expected to understand the usefulness of specific applications in the general business problems context.

The program takes place in the laboratories of the computer center, under the guidance and supervision of teachers. The laboratory course duration for each student is two hours per week for the entire semester. The students are enrolled at the laboratory course, they are split into groups and they always maintain their seats. In order to support the laboratory course, a special handbook is used, which includes the topics covered during the lectures, in detail, along with the relevant theory, computer exercises and related instructions on the course. The files that are used and retrieved by the students during the laboratory course are stored in network hard drives.

- **ASSESSMENT METHODS AND CRITERIA**

All students who attend every course without any absence can participate in the laboratory exams, which include a practical part that is conducted within the computer center and a theoretical one. The examination takes place at the end of the course. This practical examination gives students the opportunity to avoid final written exams as long as they confirm their practical exam grades at the official written examination day. All the students who did not participate or failed at the practical exams or those who were not satisfied with their grades can participate at the final written exams.



- **LANGUAGE OF INSTRUCTION**

Greek

- **WORK PLACEMENT(S)**

Work placements may be given, but they are not compulsory.

**ADVANCED FINANCIAL ACCOUNTING**

- COURSE UNIT CODE  
2410
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
C. Caramanis, Associate Professor  
S. Spilioti, Assistant Professor  
E. Dedoulis, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
This course aims to enhance students' understanding of financial reporting practice and theory, building upon the background developed in the context of the introductory accounting course (ODE 2311). At the end of this course, students will be in a position to understand the preparation of corporate financial statements and how key accounting numbers have been produced. In addition, they will have acquired the knowledge required to evaluate a business enterprise and take rational management and investing decisions.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES, 2 HOURS OF WEEKLY TUTORIAL ACTIVITIES
- PREREQUISITES AND CO-REQUISITES  
Introduction to financial accounting Co-requisite: Financial management I.  
\*Note: In the Department, there is no system of formal prerequisites or co-requisites. Hence, courses reported as prerequisites or co-requisites only denote that students should have relevant knowledge in order to be able to follow the course.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students are encouraged to undertake individual or group project which refers to the study of the accounting policies of a company listed on the Athens Stock Exchange.
- COURSE CONTENTS  
Following internationally endorsed practices (namely the International Financial Reporting Standards), this course presents and explains some key accounting issues, both from a preparer's and user's perspective. Emphasis is placed on the recognition, measurement and disclosure of a number of key balance sheet and related income statement (revenue and expense) items. In particular, the course examines the accounting for: inventory, tangible and intangible non-current assets, various types of financial instruments, financial leases and other liabilities, provisions, and equity. Related income statement items include: sales revenue, cost of goods sold, depreciation, interest expense / income, and gains and losses from the sale of long-term assets and financial instruments.
- RECOMMENDED OR REQUIRED READING  
Required (one of the two):
  -  Papas, A. (2011). Financial Accounting: Theory and practice, Mpenos, Athens (in Greek).
  -  Ghikas, D. (2006). Financial Accounting, fourth edition, Mpenos, Athens (in Greek).

Recommended:



Hervé Stolowy, Michel Lebas and Yuan Ding (2010). Financial Accounting and Reporting: A Global Perspective. Third Edition, Gengage Learning



Robert Libby, Patricia Libby and Daniel Short (2008). Financial Accounting. Sixth Edition, McGraw Hill, New York.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course requires the active participation of students throughout the semester. There are two lectures every week and one workshop (each lasts for two hours).

- ASSESSMENT METHODS AND CRITERIA

Good understanding of basic terms, concepts and theories, and ability to apply the relevant body of knowledge is required. The course is assessed through written exams that combine theory and numerical questions.

- LANGUAGE OF INSTRUCTION




Greek

- WORK PLACEMENT(S)

Note required



## COMMERCIAL LAW II (REGULATION ON COMMERCIAL AND FINANCIAL TRANSACTIONS)

- COURSE UNIT CODE  
2412
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Ch. Tarnanidou
- LEARNING OUTCOMES OF THE COURSE UNIT  
Aims of the course are:
  - To provide basic knowledge to the students of the main aspects of Company law and Insolvency in line with the updated programs of the National and other European Universities, mainly those related to business administration.
  - To facilitate students in considering the functioning of the commercial company as a milestone in exercising business activities in relation to the regulatory framework, the applicable provisions and their consequences.
  - To stimulate critical thinking on aspects related to commercial companies, bankruptcy and other related issues.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES, 4 HOURS OF WEEKLY TUTORIAL ACTIVITIES
- PREREQUISITES AND CO-REQUISITES  
Basic knowledge relating to the introduction to the law (e.g. differences between public and private law), civil law concerning general principals, law of contracts, property law and general principles of commercial law.
- COURSE CONTENTS  
The course includes the following parts:  
The first part refers to the company law and the main principles of companies and their differences from other types of enterprises. An analysis of the personal commercial companies is also included.  
The second part refers to the societe anonyme and the limited liability company and it includes the basic principles of commercial transactions as well as the legal provisions of the personal situation of commercial enterprises. It does not include issues relating to bankruptcy and reorganization that are covered by the courses of the 4th semester. It also includes the general principles of the main known commercial transactions that constitute the private law.  
The third part refers to the insolvency and reorganization legal framework as applicable following the legislative amendments of 2007, 2010.
- RECOMMENDED OR REQUIRED READING
  -  Rokas I (2011). Etairies. (4th edition), Nomiki Bibliothiki
  -  Rokas I (2011). Ptochefsi & Exigiansi
  -  Skalidis L (2007). Dikaio Emporikon Etairion (6th edition). Ius (Giannis Velentzas).
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The learning program includes class teaching, optional preliminary exams, essays, as well as coordinated tours and visits to authorities and bodies of the commerce (e.g. SEV, EVEA).
- ASSESSMENT METHODS AND CRITERIA

The students are required to participate in the final written exams. Participation in optional exams and essays are taking into account.

- LANGUAGE OF INSTRUCTION  
Greek

## MARKETING II - CONSUMER BEHAVIOR

- COURSE UNIT CODE  
2414
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Zarkada, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The goals of this class are to:
  - Acquire a framework for analyzing consumer behavior problems
  - Learn how consumer behavior can be affected by different marketing strategies
  - Understand how behavioral evidence can be used to evaluate alternative marketing strategies
  - Develop a deeper understanding of consumer behavior by learning about relevant psychological and sociological theories
  - Acquire experience in applying these theories to real-world marketing problems
  - Develop a customer service-oriented mind-set.
  - Ability to identify the moral dimensions of marketing tactics.
- MODE OF DELIVERY  
LECTURES SUPPORTED BY ASYNCHRONOUS E-LEARNING
- PREREQUISITES AND CO-REQUISITES  
Although there are no formal prerequisites for this course, it is necessary for students to have a firm grasp of Marketing Principles
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS
  - PART ONE: INTRODUCTION¶**
    - Consumer Behavior and Marketing Strategy
  - PART TWO: EXTERNAL INFLUENCES**
    - Cross-Cultural Variations in Consumer Behavior¶
    - Group Influences on Consumer Behavior
  - PART THREE: INTERNAL INFLUENCES**
    - Perception
    - Learning, Memory, and Product Positioning
    - Motivation, Personality, and Emotion
    - Attitudes and Influencing Attitudes
    - Self-Concept and Lifestyle
  - PART FOUR: CONSUMER DECISION PROCESS**
    - Situational Influences
    - Consumer Decision Process and Problem Recognition
    - Information Search
    - Alternative Evaluation and Selection
    - Outlet Selection and Purchase¶
    - Post purchase Processes, Customer Satisfaction, and Customer Commitment
- RECOMMENDED OR REQUIRED READING

## Required reading



“Consumer Behavior: Building Marketing Strategy” 12/e



Del I. Hawkins, David L. Mothersbaugh, (McGraw-Hill)



Siomkos, George, Consumer Behavior and Marketing Strategy, 3<sup>rd</sup> Ed., Athens: Stamoulis.)

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The teaching philosophy is that of student centered adult learning. The teaching methods are designed to ensure the students’ active involvement in their educational experience and to encourage them to assume responsibility for their personal and group learning outcomes.

Learning activities include but are not limited to:

- Lectures and discussions in class
- Class discussions of case studies
- Group projects
- Simulations

- ASSESSMENT METHODS AND CRITERIA

Assessment is based on AACSB standards and is designed to ensure learning objectives are met whilst students

- Operate with integrity in their dealings with faculty and other students.
- Engage the learning materials with appropriate attention and dedication.
- Contribute to the learning of others.
- Perform to standards set by the faculty.

Methods include

- Quizzes
- Essay-based examinations
- Take home exercises
- Mid-term exam
- Small research projects oral presentations and reports

Criteria are related to Learning Goals as follows:

Learning Goal 1: Critical Thinking →

Demonstrate the ability to think creatively and strategically about real world business problems

Learning Goal 2: Identification of Ethical Issues →

Demonstrate an appreciation of ethical and societal responsibilities

Learning Goal 3: Structured Reasoning Skills→

Demonstrate analytical, critical and logical reasoning skills

Learning Goal 4: Communications Skills→

Demonstrate strong written and oral communication skills

- LANGUAGE OF INSTRUCTION

Greek and English

- WORK PLACEMENT(S)

N/A

## FINANCIAL MANAGEMENT I

- COURSE UNIT CODE  
2416
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
P. Diamantis, Professor  
A. Drakos, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
Financial Management is an introductory course, which assists students in understanding the complex environment of Finance. To be more precise, it refers to the operation of the company, providing emphasis on the planning and decision making of financial issues, directly related to the company, and the implementation of investment plans, as well as to the sources of financing, which are necessary for the implementation of such investments. The main objective of the course is the understanding and use of the main theoretical topics of Financial Management, in order to be adopted by the students and used in practical issues
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Basic Principles of financial Mathematics
- COURSE CONTENTS

### SECTION 1: BASIC FINANCIAL TERMS – INTRODUCTION TO INVESTMENTS

#### **1.A.: TIME VALUE OF MONEY**

- Present Value – Future Value
- Simple and Complex compounding - discounting
- Stream of Payments – (Present Value and Future Value of Annuity)
- Loan Amortization calculus.
- Simple – compounded interest

#### **1.B.: CASE STUDIES:**

- Bank Loans
- Pensions
- Value of real estate asset

#### **1.C.: THE CONCEPT OF INVESTMENT**

#### **1.D.: FEASIBILITY STUDY**

### SECTION 2: INVESTMENT APPRAISAL CRITERIA

#### **INTRODUCTION**

#### **2.A.: CASH FLOW ANALYSIS**

#### **2.B.: INVESTMENT APPRAISAL**

- Introduction
- Non-conventional criteria of Investment Appraisal
  1. Payback period of invested capital
  2. Average period return
- Criteria of Investment Appraisal.
  1. Net Present Value – NPV
  2. Internal Rate of Return – IRR

## **2.C.: ANALYSIS OF NET CASH FLOWS – NCF.**

- Introduction
- Calculation of NCF – General Principles
- Calculation of NCF – Special cases
  1. Depreciation,
  2. Interest Payments
  3. Opportunity Cost
  4. Realized expenses
  5. Residual Value
  6. Working Capital
  7. Interest payments
  8. Taxes

## **2.D.: STEPS OF INVESTMENT APPRAISAL**

## **2.E.: COMPARISON OF CONVENTIONAL CRITERIA**

- Comparison of NPV - IRR.
  1. Mutually excluded Investments Appraisal
  2. Appraisal of connected Investments

## **2.F.: TABLE OF CASH FLOWS**

- For investment appraisal
- For cash flows monitoring

## **SECTION 3: SPECIAL ISSUES OF INVESTMENT APPRAISAL**

### **3.A.: INVESTMENT APPRAISAL AND INFLATION**

- Nominal (Current) and Real (Constant) Net Cash Flows
- Nominal and Real Interest Rate
- Investment Appraisal in Nominal and Real terms

### **3.B.: INVESTMENT APPRAISAL AND RISK.**

- Introduction
- Definition of Risk when appraising Investments
- Risk Measurement
- Risk incorporation within Investment Appraisal context

### **3.C.: SENSITIVITY ANALYSIS**

## **SECTION 4: SOURCES OF FINANCING AND COST OF CAPITAL**

### **COST OF CAPITAL**

#### **4.A.: COST OF DEBT**

- Introduction
- Tax relief of interest

#### **4.B.: COST OF EQUITY**

- Introduction
- Cost of retained earnings.

#### **4.C.: WEIGHTED AVERAGE COST OF CAPITAL AND CALCULATION**

- Calculation of the tax relief of interest
- Case 1. In the Weighted Average Cost of Capital
- Case 2. In the cash flows

#### **4.D.: SPECIAL CASES**

- Appraisal of interconnected investments
- Optimum replacement Cycle
- Capital programming

- RECOMMENDED OR REQUIRED READING



A. A. Drakos and G. A. Karathanassis (2010), “Financial Management of the corporations”, Benos Publications.



G. A. Karathanassis (1999), «Financial Issues», Benos Publications.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

Classroom Courses and Tutorials

- ASSESSMENT METHODS AND CRITERIA

The final grade is determined by an exam at the end of the course, and the grade of the assignment



- LANGUAGE OF INSTRUCTION

Greek - English

- WORK PLACEMENT(S)

Non-compulsory assignment during the course

## MICROECONOMICS II

- COURSE UNIT CODE  
2418
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Constantine Bourlakis, Associate Professor of Economics.
- LEARNING OUTCOMES OF THE COURSE UNIT  
This course aims to familiarize the students with the concepts of mutual oligopolistic dependence within a world of business uncertainty via the use of game theory. In addition, it offers a fair treatment of public goods, externalities, asymmetric information and factor markets via a strong input of a mathematical economics related approach.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- COURSE CONTENTS  
Global Markets Activity, Externalities, Public Goods and Common Resources, Oligopoly and Game Theory, Incomes, Uncertainty and Inequality, Demand and Supply in Factor Markets, Uncertainty and Information, Inequality and Poverty
- RECOMMENDED OR REQUIRED READING
  -  Bade, R and Parkin, M, (2009), "Foundations Of Microeconomics", 4th Edition, Prentice Hall, USA.
  -  Bourlakis, C., (2006), "Applications and Exercises in Contemporary Microeconomics", Rosili Publishing, Athens, Greece.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Lectures / class discussions and applications to business and society related problems
- ASSESSMENT METHODS AND CRITERIA  
2-hour written examination
- LANGUAGE OF INSTRUCTION  
Greek



### FINANCIAL MANAGEMENT II

- COURSE UNIT CODE  
2511
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
P. Diamantis, Professor  
A. Drakos, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT

The course of Financial Management II consists of a focused approach to financial planning, capital selection and equity forms of financing, in modern businesses. Students should familiarize themselves with the importance of equity selection (Capital Structure) and Cost Structure (Leverage Analysis), since these two factors affect the company's profitability and the expected dividends for the shareholders (Dividends Policy). Then the student will learn the techniques and tools used by companies for the planning of their financial needs through the preparation of estimated future financial statements, while they analyze the major working capital management techniques.

Having obtained an overall idea of the basic Financial operations of the company, the students will deal with alternative financing tools, such as Leasing and Factoring, which are presented in relation to traditional forms of financing (through loan agreements).

- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Financial Management I, Basic Principles of Accounting
- COURSE CONTENTS

#### **SECTION 1: CAPITAL STRUCTURE AND DIVIDEND POLICY**

##### **1.A.: LEVERAGE ANALYSIS**

- Capital and Financial Structure
- Measuring Corporate and Financial Risk
- Break Even Point (Calculation, Intuition behind the index)
- Technical Analysis of Break Even Point and Sensitivity Analysis
- Financial Leverage – Operational Leverage
- Total - Combined Leverage

##### **1.B.: CAPITAL STRUCTURE THEORY**

- The issue of Capital Selection – Equity vs. Debt capital
- Optimum Capital Structure
- Representation cost and consequences on the Capital Structure
- Modigliani and Miller Theory
- Debt effect on Profit per share

##### **1.C.: DIVIDEND POLICY**

- Introduction – Defining the issue

- Relation between Dividend Policy and Value of the company
- Factors affecting the Dividend Policy.
- Dividend Policy models
- Stock Dividends – Buyback of shares

## **SECTION 2: FINANCIAL PROGRAMMING AND WORKING CAPITAL MANAGEMENT**

### **2.A.: WORKING CAPITAL MANAGEMENT**

- Current Assets and Working Capital
- Inventory Management
- Debt Instrument Management
- Cash and cash equivalent management
- Credit Management

## **SECTION 3: SPECIAL CASES OF SHORT-TERM AND MID-TERM FINANCING**

### **3.A.: FACTORING**

- Introduction to FACTORING
- Financing based on receivables
- Cost of Factoring as determined by Factoring Companies

### **3.B.: LEASING**

- FINANCIAL LEASING
- OPERATING LEASING
- Types of Financial Leasing
- Loans – Special cases
- Choosing among Financial Leasing and acquisition financed by a loan

### **3.C.: SPECIAL CASES OF BANK LOANS**

- Types of loans – Loan Amortizations Tables
- Special Cases (Grace Period, Loan refinancing)
- Examples – case studies

## • RECOMMENDED OR REQUIRED READING



D. Vasileiou, N.Iriotis (2009), “Financial Management – Theory and Practice” Rosili Publications.



Ioannis Apostolopoulos (2004), «Special Issues of Financial Management» Stamoulis Publications.



Academic course Notes

## • PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

Classroom Courses and Tutorials

## • ASSESSMENT METHODS AND CRITERIA

The final grade is determined by an exam at the end of the course, and the grade of the assignment



## • LANGUAGE OF INSTRUCTION

Greek - English

## • WORK PLACEMENT(S)



Compulsory assignment during the course

## HUMAN RESOURCE MANAGEMENT

- COURSE UNIT CODE  
2513
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
O. Kyriakidou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
This course is designed to introduce undergraduate students to theories, research, and practice in managing human resources in business organizations. This course covers major HRM issues in the following areas: HRM strategy, staffing, training and development, compensation, employee relations, and global HRM, emphasizing critical analysis and the development and integration of the diverse components of the HR system. Finally, this course adopts critical analysis as its conceptual tool emphasizing the role of human decision-making on vital social, economic and environmental issues that affect human resource management in organizations. Upon completion of this course, students should be able to (a) understand the relationship between different organizational contexts and logics and HRM strategies; (b) assess the effectiveness and legal implications of a business organization's HRM systems, including employee staffing, training & development, and compensation; (c) assess the implications of employee relations and globalization for HRM; and (d) understand the critical role of human decision-making on HRM's mode of implementation in organizations.
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS  
This course covers major HRM issues in the following areas: HRM strategy, staffing, training and development, compensation, employee relations, and global HRM, emphasizing critical analysis and the development and integration of the diverse components of the HR system.
- RECOMMENDED OR REQUIRED READING  
 Papalexandri, N. & Mpourantas, D. (2003). Human Resource Management. Mpenou Publications.  
 Noe, R., Hollenbeck, J., Gerhart, B. & Wright, P. (2006). Human Resource Management. Papazisi Publications.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The course consists of 18 lectures (of two hours each) of theory, 6 lectures of practice and 2 lectures with invited speakers (company representatives)
- ASSESSMENT METHODS AND CRITERIA  
Written exams and participation in cases studies
- LANGUAGE OF INSTRUCTION  
Greek






## 5<sup>th</sup> Semester – Specialization Electives in Business Administration

### ORGANIZATIONAL PSYCHOLOGY

- COURSE UNIT CODE  
2523
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
O. Kyriakidou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course addresses both the psychology of organizations and the social psychological processes within organizations. A basic familiarity with psychological methods is developed and their application within organizational processes and contexts is examined in detail. Issues and techniques in organizational investigation, discourse, decision-making and change management are covered with emphasis on their psychological aspects. This course covers key psychological concepts and theories and their application to the understanding of organizations and the implementation of change processes. The specific topics covered include: recruitment, training, performance appraisal and career management, the analysis of the employee-employer relationship (employment relations, motivation, organizational and personal development), human-machine interaction and work design. The aim of this course is not the mere presentation and analysis of the key theoretical frameworks but the investigation and exploration of the processes that mediate the occurrence of organizational phenomena and move beyond the deterministic understanding of work processes, their key players and their environmental contexts.
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS  
The specific topics covered include: recruitment, training, performance appraisal and career management, the analysis of the employee-employer relationship (employment relations, motivation, organizational and personal development), human-machine interaction and work design.
- RECOMMENDED OR REQUIRED READING
  -  Vakola, M. & Nikolaou, G. (2011). Organizational Psychology and Behavior. Rossili.
  -  Greenberg Jerald, Baron Robert A. & Antoniou A.S. (2012). Organizational Psychology and Behavior. Dardanos Publications.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The course consists of 18 lectures (of two hours each) of theory, 6 lectures of practice and 2 lectures with invited speakers (representatives of companies)
- ASSESSMENT METHODS AND CRITERIA  
Written exams and participation in cases studies
- LANGUAGE OF INSTRUCTION  
Greek





## CAPITAL MARKET REGULATION AND CORPORATE GOVERNANCE

- COURSE UNIT CODE  
2525
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Ch.Tarnanidou, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course constitutes an introduction to the fundamental meanings of the capital markets operation. It aims at providing basic knowledge of an undergraduate level related to such markets characteristics not only from our domestic system's perspective but also with regard to the specific rules of the European Community. Its main objective is to help students to develop skills in tackling practical aspects of capital markets considering its impact to the modern financial and professional life.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
Basic knowledge of civil law, corporate law, securities law, as well as bankruptcy law
- COURSE CONTENTS  
The main parts of the course refer to the following: Markets in financial instruments operating as exchange markets or off-exchange markets (OTC), including their protection from market manipulation and insider dealing (Chapter I), investors protection on the basis of compensation schemes (Chapter II), issuers of securities listed in regulated markets (listed securities) including as a main aspect corporate governance of issuing companies (Chapter III), institutional investors, mainly units in collective investment undertakings (Chapter IV), book-entry securities, central securities depositories and clearing systems (Chapter V), competent supervisory authorities (Chapter VI), prevention of the use of the financial system for the purpose of money laundering and terrorist financing (Chapter VII) and other related issues (Chapter VIII).
- RECOMMENDED OR REQUIRED READING
  -  Niamh Moloney, EC Securities Regulation (2008)
  -  Chris Mallin, Corporate Governance (2010)
  -  I.Rokas-Ch.Tarnanidou-E.Matthaiou, H Kefalaia agora. Thesmiko Plaisio. Kritikes Paratiriseis (2010) (el)
  -  A.Karagounidis, Prostasia tou Ependiti sto Dikaio tw n Ependitikwn Ipiresiwn (2007) (el)
  -  Ch.Tarnanidou, H Organomeni Agora. Koinotiko Dikaio & Ethniki Enarmonisi (2008) (el)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The learning program includes class teaching, optional preliminary exams, essays, as well as coordinated tours and visits to authorities and bodies of the capital markets and commerce (e.g. ATHEX, Hellenic Capital Market Commission, SEV, EVEA).
- ASSESSMENT METHODS AND CRITERIA

The students are required to participate in the final written exams. Participation in optional exams and essays are taking into account.

- LANGUAGE OF INSTRUCTION  
Greek (English, Erasmus).

## INTERNATIONAL MANAGEMENT

- COURSE UNIT CODE  
2539
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER(S)  
D. Manolopoulos, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
As a result of taking this course, the student should be able to:
  - Define and elaborate on the major cultural, political, economic and technological changes that impact on international management.
  - Identify the opportunities, challenges, threats and problems faced by multinational managers.
  - Analyze and critically evaluate the impact of globalization and national responsiveness on international management and global strategies.
  - Analyze internationalization and market entry strategies.
  - Describe the role of subsidiaries and their impact on the economic development of host countries.
  - Critically evaluate the diverse organizational structures that govern the relationships of the international corporation.
  - Describe and evaluate elements of knowledge-related competitiveness that lead to superior performance in the global marketplace.
  - Relate theoretical foundations to actual international management practices.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
The course has no prerequisites. An overall comprehension of management science and strategy will help students to better respond to the course material.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS  
The core aim of the course is to familiarize students with the fundamental dimensions of international management. Basic management principles remain the same during the internationalization stage of a corporation; however, they should be placed in a context of different markets and macro-environmental characteristics. Host countries are characterized by diverse environment, therefore international management is more complex and challenging compared to traditional, local management practices. As a result, international corporations should be able to identify an appropriate mix of global integration and national responsiveness, adapt their strategies, utilize core competences and resources so as to exploit the advantages of internationalization and the differences in foreign countries' factor endowments.
- RECOMMENDED OR REQUIRED READING
  -  Xatzidimitriou I.A., (2003). International Business Activity, Thessalonica: Anikoula
  -  Class notes
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS



The course will be conducted through lectures, supported by special video-cases' presentations and in-class case studies' analysis.

- ASSESSMENT METHODS AND CRITERIA

Final exam



- LANGUAGE OF INSTRUCTION

Greek

- WORK PLACEMENT(S)

N/A

## PRODUCTION MANAGEMENT

- COURSE UNIT CODE  
2509
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
P. Maniatis, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
Upon completion of this course, students should be able to
  - Develop an understanding of the strategic importance of manufacturing supply chains and how operations can provide a competitive advantage in the marketplace
  - Recognize the relationship between manufacturing and related service providers and other business functions, such as human resources, purchasing, marketing, finance, etc.
  - Be aware of the new demands of the globally competitive business environment that supply chain managers face today
  - Emphasize the importance of change, facilitation of learning, cross-functional teamwork, knowledge capture, and analysis in manufacturing organizations
  - Develop knowledge of the issues related to designing and managing manufacturing operations so that prosperity in today's job market is achieved
  - Develop knowledge of the information technology tools necessary for manufacturing an integrated supply chain
- COURSE DESCRIPTION  
It covers the transition of product and service requirements into facilities, procedures, and operating organizations. It includes product design, production alternatives, facilities location and layout, resource requirements planning, quality control, and project management. Uses live case analyses.
- RECOMMENDED OR REQUIRED READING
  -  Krajewski, L. and L. Ritzman, 1999. Operations Management: Strategy and Analysis, Addison-Wesley
  -  Hopp, W.J. and Spearman M.L., 2001. Factory Physics: Foundations of Manufacturing Management
- MODE OF DELIVERY  
LECTURES
- ASSESSMENT METHODS AND CRITERIA  
Final Examination 40%, Class Participation 10%, Final Project 40%, Presentation of Final Project 10%
- LANGUAGE OF INSTRUCTION  
GREEK


### BUSINESS POLICY AND STRATEGY

- COURSE UNIT CODE  
2610
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
V. Papadakis, Professor  
E. Salavou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course aspires to:
  - Help participants understand how to craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
  - Develop understanding on how to build and sustain competitive advantage
  - Realize what type of structure, systems, and people, a company needs to successfully implement a chosen strategy.
  - To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
N.A.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students have the option to participate individually or in groups in a number of practical assignments. Information on the nature of assignments can be found in:  
[www.aueb.gr/users/papadakis](http://www.aueb.gr/users/papadakis).
- COURSE CONTENTS  
The course material will be organized in the following parts:
  - How to analyze the external environment of the company: (Structural Analysis of Industries, Strategic Groups, Trends)
  - How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as to the creation of dynamic capabilities)
  - How to direct the company into the future (mission/vision/strategic intent)
  - How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how are we going to implement this expansion, are we going to acquire, merge, form an alliance with another business).
  - How to build and sustain competitive advantage
  - What type of structure, systems, and people, does a company need to successfully implement a chosen strategy


- How to make better strategic decisions and how to avoid the hidden traps that lead to erroneous decisions.


- RECOMMENDED OR REQUIRED READING

The main textbook is:

 Papadakis V., Business Strategy: International and Greek Experience, Benos Publishing Co, Volume A', 2012, 6th Edition.

Additional Recommended international textbooks include:

 Johnson G., R. Whittington and K. Scholes, 'Exploring Strategy: Text and Cases', Prentice Hall, 9th edition, 2011.

 Carpender, M.A. and W.G. Sanders, 'Strategic Management', Pearson, Prentice-Hall, 2nd edition, 2010

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

This course evolves through conversation, based on specific case studies of Greek companies (e.g. Alpha Bank, Delta, Fage, 3E, Titan, Delta Dairy etc.), as well as global companies (Vodafone, Microsoft, Intel, Honda, Swatch, Marks & Spencer, Canon, Nokia, Samsung, Pepsico, Coca-Cola).





- ASSESSMENT METHODS AND CRITERIA

The course grade will be based on a final written exam. Addressing the questions requires critical thinking.

- LANGUAGE OF INSTRUCTION





Greek

## **COST ACCOUNTING**

- COURSE UNIT CODE  
2612
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Cohen Sandra, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on cost accounting, by introducing its basic principles and applications. At the end of the semester, the students will be familiar with the cost accounting principles, the way firms organize their cost accounting systems, the characteristics and the way of monitoring the product cost, the techniques of absorption costing, marginal cost and standard cost, and the concept of budgeting and cost pricing methods.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
No prerequisites. However, being familiar with basic concepts of financial accounting would be helpful.
- COURSE CONTENTS  
The course is organized as follows:
  - Introduction to cost accounting – Basic principles of cost accounting– Types of costs
  - Job order Costing –Overhead costs allocation – Variances – Journal Entries.
  - Process Costing –Weighted Average Method and FIFO
  - Allocation and Reallocation of overheads to cost centers
  - Joint-Products – By-Products/ Standard costing
  - Marginal cost – Break-even point – Cost-Volume-Profit analysis
  - Introduction to budgeting – Flexible and Static budgets/ Pricing methodologies based on cost
- RECOMMENDED OR REQUIRED READING
  -  Venieris, G., S. Cohen and M. Coletsi, "Cost Accounting: Principles and Applications", 2nd Ed., P.I. Publishing, Athens, 2005 (in Greek).
  -  Venieris, G., "Cost Accounting", P.I. Publishing, Athens, 2005 (in Greek)
  -  Hilton, R., M. Maher and F. Selto, "Cost management: Strategies for Business Decisions", Mc Graw Hill, 4th edition, 2008.
  -  Horngren, C. T., G. Foster and S. Datar, "Cost Accounting: A Managerial Emphasis", Prentice Hall International Editions, 11th edition, 2000.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
All the lecture material is uploaded to e-class (lectures and exercises). The class is accompanied by tutorial lessons.
- ASSESSMENT METHODS AND CRITERIA  
Exam at the end of the semester
- LANGUAGE OF INSTRUCTION  
Greek







## CONFLICT MANAGEMENT

- COURSE UNIT CODE  
2614
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Nikolopoulos, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course aims to train the students achieving operational objectives in business industries through negotiation management. For this purpose an analysis of the structure of conflict is presented in lectures first, and then the appropriate negotiating mixtures which should be selected according to the model of conflict that exists.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Basic knowledge in Business Management
- COURSE CONTENTS
  - Decision making in negotiations
  - Configuring the initial conflict behavior
  - Budgeting the Power of people
  - Measuring efficiency in the proposed negotiations
  - Identify the consequences of alternative controversial conflict behaviors
  - Identification and selection of negotiating mixtures
- RECOMMENDED OR REQUIRED READING
  -  A. Nikolopoulos (2011): Negotiating Strategically: One versus All. Palgrave MacMillan Publisher.
  -  R. Fisher & W. Ury: Getting to Yes
  -  W. Ury: Getting Past No
  -  Roy J. Lewicki: Think before you Speak
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS
  - Presentations of Conflict Management theory
  - Role playing scenarios in negotiating
  - Presentations of student essays
- ASSESSMENT METHODS AND CRITERIA
  - Performance on written exam
  - Performance in the role playing negotiations
  - Efficiency in preparation and presentation of essays
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
Participation in at least six negotiations

## 6<sup>th</sup> Semester – Specialization Electives in Business Administration

### HIGH – TECH MARKETING

- COURSE UNIT CODE  
2834
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Siomkos, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The aim of the course is to provide a framework for the marketing strategies and marketing decision-making within the high-tech business environment.
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS  
High-tech environment and Marketing. Characteristics of the high-tech environment; the competitive compass. High-tech consumer behavior. High-tech product research. Managing high-tech products (product design; new product development; brand development). The high-tech product marketing mix. Strategic marketing planning and competitive strategies for high-tech products with emphasis placed on growth strategies.
- RECOMMENDED OR REQUIRED READING
  -  Siomkos, G.J. and I. Tsiamis, Strategic Marketing of High-Tech Products, 2nd edition, Athens: Ath. Stamoulis Publications, 2011. [in Greek]
  -  Mohr, J., S. Sengupta, and S. Slater, Marketing of High-technology Products and Innovations, Pearson Prentice-Hall.
  -  McGrath, M., Product Strategy for High-technology Companies, McGraw -Hill.
  -  Butje, M., Product Marketing for Technology Companies, Elsevier Buttersworth Heinemann.
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exam.











## SUPPLY CHAIN MANAGEMENT

- COURSE UNIT CODE  
2608
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
P. Maniatis, Lecturer
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS

Supply Chain Management involves the flows of materials and information among all of the firms that contribute value to a product, from the source of raw materials to end customers. Elements of supply chain management have been studied and practiced for some time in marketing, logistics, and operations management. We will attempt to integrate these different perspectives to develop a broad understanding of how to manage a supply chain.


This course will focus on effective supply chain strategies for companies that operate globally with emphasis on how to plan and integrate supply chain components into a coordinated system. You will be exposed to concepts and models important to supply chain planning with emphasis on key trade-offs and phenomena. The course will introduce and utilize key tactics such as risk pooling and inventory placement, integrated planning and collaboration, and information sharing. Lectures, Internet simulations, computer exercises, and case discussions introduce various models and methods for supply chain analysis and optimization.

This class will be a mix of lectures, case discussions and applications. The course objectives are to develop analytical and modeling skills, and to provide new concepts and problem-solving tools, applicable to the design and planning of supply chains




- RECOMMENDED OR REQUIRED READING
  -  Martin Christopher, (2007), Logistics and supply chain management, Athens: Kritiki.
  -  N. Papavasiliou & G. Balta, (2003), Distribution Channel Management and Logistics, Athens: Rosili.
  -  R.H. Ballou, (2003), Business Logistics/Supply Chain Management, New York: Pearson Education Ltd.
  -  K. Sifniotis, (1997). Logistics Management: Theory and Practice, Athens: Stamoulis.
  -  Waters, (2003), Global Logistics & Distribution Planning, London: Kogan Press.
  -  P. Kyriazopoulos, (1999), Logistics Management, Athens: Stamoulis.
  -  Papadimitriou-Sxinas, (2002), Introduction to Logistics, Athens: Stamoulis
  -  D.J. Bowersox, D.J. Closs, (2006), Supply Chain Logistics Management, London: McGraw-Hill.
- ASSESSMENT METHODS AND CRITERIA  
Final Examination 40%, Class Participation 10%, Final Project 40%, Presentation of Final Project 10%
- LANGUAGE OF INSTRUCTION  
GREEK



## SPECIAL TOPICS OF PRODUCTION MANAGEMENT

- COURSE UNIT CODE  
2606
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
P. Maniatis, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
Upon successful completion of this course, you should be able to:
  - Demonstrate awareness and appreciation of the importance of the operations and supply management to the sustainability of an enterprise.
  - Demonstrate a basic understanding of project management.
  - Demonstrate an awareness of the importance of facility layouts.
  - Explain the importance of quality control.
  - Apply techniques to measure quality control.
  - Demonstrate a basic understanding of the problems of waiting lines.
  - Demonstrate an understanding of the principles of just-in-time systems.
  - Explain the importance of forecasting.
  - Demonstrate the ability to apply some mathematical forecasting techniques.
  - Demonstrate an understanding of the concept of aggregate planning.
  - Demonstrate an understanding of the problems involved in inventory management.
  - Demonstrate an understanding of the principles underlying materials requirements planning.
  - Develop basic materials requirement schedules.
  - Demonstrate an understanding of the concepts of operations scheduling.
- COURSE CONTENTS  
This course gives you an introduction to the functional area of production and operations management as practiced in manufacturing industries and the services sector. It includes decision-making, project management, facility layout, in both manufacturing and services industries, waiting lines, quality control, just-in-time systems, forecasting, aggregate planning, inventory management, materials requirements planning (MRP), and operations scheduling.
- MODE OF DELIVERY  
LECTURES
- RECOMMENDED OR REQUIRED READING  
 Chase, R. B., N. J. Aquilano, and F. R. Jacobs. Operations & Supply Management. 12th ed.. Boston: McGraw-Hill/Irwin, Inc, 2009.  
Type: Textbook with DVD-ROM. ISBN: 978-0-07-722893-4
- ASSESSMENT METHODS AND CRITERIA  
Final Examination 40%, Class Participation 10%, Final Project 40%, Presentation of Final Project 10%
- LANGUAGE OF INSTRUCTION  
GREEK

### FINANCIAL STATEMENT ANALYSIS

- COURSE UNIT CODE  
2810
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
K. Karamanis, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The objective of the course is to enable students to acquire the knowledge and develop the skills required in selecting, processing and analyzing business finance and other information and data. At the end of this course, students will be:
  - familiar with the financial statement, prepared in accordance with International Financial Statements, and be aware of the information included in them that analysts may use.
  - be able to evaluate the quality of financial information provided by companies through their financial statements.
  - be able to evaluate the financial position, the performance (profitability and cash flows) and related risks of a business enterprise.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Good understanding of financial accounting is an essential prerequisite in attending this course. The course also draws on the foundations laid by a series of other courses, including cost and management accounting, finance, management and economics.  
\*Note: In the Department, there is no system of formal prerequisites or co-requisites. Hence, courses reported as prerequisites or co-requisites only denote that students should have relevant knowledge in order to be able to follow the course.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students are encouraged to undertake a project which refers to the financial analysis of a company listed on the Athens Stock Exchange.
- COURSE CONTENTS  
The course focuses on the preparation and analysis of the Cash Flow Statement, and the analysis of liquidity, profitability and capital structure through the use of financial ratios.
- RECOMMENDED OR REQUIRED READING  
Required (one of the two):
  -  Ghikas, D, Papadaki, A. And Siougle, G. (2010), Corporate analysis and valuation. Mpenos, Athens (in Greek).
  -  Niarchos, N. (2004), Financial statement analysis. Seventh edition, Stamoulis, Athens.Recommended:
  -  Penman, S.H. (2009). Financial Statement Analysis and Security Valuation. New York: Irwin/McGraw-Hill.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course requires the active participation of students throughout the semester. There are two lectures every week and one workshop (each lasts for two hours). During classes a significant number of exercises, problems and case studies are discussed.

- ASSESSMENT METHODS AND CRITERIA

The course is assessed through written exams that combine theory and numerical questions.





- LANGUAGE OF INSTRUCTION

Greek

- WORK PLACEMENT(S)

Note required

## INDUSTRIAL RELATIONS

- COURSE UNIT CODE  
2711
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Nikolopoulos, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The aim of this course is primarily to prepare students for dealing with collective bargaining at the Greek business level. For this purpose, in the lectures the operating characteristics of the Greek industrial relations are presented, as well as their characteristics that prevail at least in the last 50 years. Furthermore, the models of industrial relations in five European countries (England, Sweden, Germany, France, and Italy) are compared with the Greek system. These comparisons are designed to record and to measure the influence of the evolutionary trends of the Greek system according to the systems of the five countries mentioned above.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Basic knowledge in Business Management
- COURSE CONTENTS
  1. **NEGOTIATING LEVEL IN GREEK INDUSTRIES**
  2. **THE NEGOTIATION PROCESS IN THE GREEK INDUSTRIAL RELATIONS**
  3. **THE FEATURES OF GREEK INDUSTRIAL RELATIONS**
  4. **THE THEORETICAL APPROACH OF GREEK INDUSTRIAL RELATIONS**
  5. **THE RELEVANCE OF INTERNATIONAL COMPARISONS IN INDUSTRIAL RELATIONS**
  6. **SINGULAR AND INDIVIDUAL SYSTEMS OF INDUSTRIAL RELATIONS IN EUROPE**
    - (a) England
    - (b) Sweden
    - (c) Germany
    - (d) France
    - (e) Italy
  7. **THE INSTITUTION OF THE EUROPEAN COMPANY AND THE POSSIBLE EFFECTS IN THE GREEK SYSTEM**
- RECOMMENDED OR REQUIRED READING
  -  A. Nikolopoulos, Unionism in Greek Companies
  -  A. Nikolopoulos, Industrial Relations (University Notes)
  -  European Foundation for the improvement of living and Working Conditions (Ed) (2002): The "Europeanization" of industrial relations: Evaluating the quality in a global context.
  -  [www.cirn.aueb.gr](http://www.cirn.aueb.gr)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS
  - Collective negotiating and bargaining exercises (role playing)
  - Preparation and presentation of essays
  - Lectures from external partners
- ASSESSMENT METHODS AND CRITERIA

- Performance on written exam
- Performance in the role playing negotiations
- Efficiency in preparation and presentation of essays
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
Simulations of collective bargaining and negotiation strategies

## SPECIAL TOPICS IN STRATEGY

- COURSE UNIT CODE  
2812
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
V. Papadakis, Professor  
A. Ioannidis Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course aspires to introduce students to a number of special topics of business strategy. Participating students are expected to:
  - Understand the new schools of thought in the area of business strategy. What has emerged after Michael Porter and what is its practical significance.
  - Managing strategic changes. Why 50-70% of strategic changes fail? What are the main mistakes? How can managers avoid them?
  - Strategic Innovation: How can a company innovate strategically and change the rules of the game in its market? Students are expected to develop strategic innovation skills.
  - Controlling subsidiaries: The role of the corporate center. What skills are required by corporate center? What is the role of the center in shaping the strategy of individual SBUs?
  - How can corporate governance systems lead to more successful strategy creation and higher accountability?
  - What are the most common methodologies, tools, best practices in business administration? How can students help them in decision making?
  - Industry Clusters: formation and practical contribution.
  - Organic growth vs. external development. How to decide in various situations?
  - Public Private Partnerships (meaning, practical implementation ideas).
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
N.A.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students have the option to participate in groups in a number of practical assignments.
- COURSE CONTENTS
  - New schools of thought in the area of business strategy,
  - Managing strategic changes,
  - Strategic Innovation,
  - Controlling subsidiaries: The role of the corporate center,
  - Corporate governance,
  - Methodologies, tools, best practices in business administration,
  - Industry Clusters: formation and practical contribution,
  - Organic growth vs. external development,
  - Public Private Partnerships (meaning, practical implementation ideas).
- RECOMMENDED OR REQUIRED READING  
The main textbook is:





Papadakis V., 'Special Topics in Business Strategy', Benos Publishing Co, 2009.



Additional notes from Prof. Ioannidis are available on the e-class.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

This course evolves through conversation based on specific case studies of Greek companies (e.g. Aspis Pronoia, OTE, Intralot, Eurobank etc.) as well as global companies (Enron, KPMG, Bear Stearns, Samsung, Yellowtail etc.).

- ASSESSMENT METHODS AND CRITERIA



The course grade will be based on written exams. Addressing the questions requires critical thinking.

- LANGUAGE OF INSTRUCTION



Greek

## 7<sup>th</sup> Semester – Specialization Electives in Business Administration

### THE GREEK GENERAL ACCOUNTING PLAN



- COURSE UNIT CODE  
2701
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
S. Spilioti, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The main purpose of this module is to analyze the basic topics of the Greek General Accounting Plan and to put together its plan of accounts. More specifically, the topics analyzed are those related to balance-sheet and income-statement accounts. This course prepares students for carriers at accounting departments or as public accountants.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Introduction to Financial Accounting, Intermediate Accounting
- COURSE CONTENTS  
The outline of the module is the following:  
Introduction of the Greek general accounting plan, plan of accounts, accounting for provisions, valuation and depreciation methods, price-adjustments
- RECOMMENDED OR REQUIRED READING  
 D. Xevas, A. Papadaki, General Accounting Plan, Editions, G. Benou  
 G. Alyfantis, Editions Pamisos
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Power point presentations
- ASSESSMENT METHODS AND CRITERIA  
Exams at the end of semester
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
None

## DECISION MAKING

- COURSE UNIT CODE  
2743
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Papalexandris, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course aims to analyze the decision making process and its application to complex business problems. Particular emphasis is placed on understanding the various decision making models and their application in various fields of business, the intuitive and economic importance in decision making and utilization of information in decision making.
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS  
The course covers 3 main decision making models: Linear and Integer Programming, Decision Analysis and Simulation. In each section of the course students, will be exposed to a wide range of applications and will make use of appropriate software packages in order to have the opportunity to apply their knowledge to various real business problems.
- RECOMMENDED OR REQUIRED READING
  -  Prastakos, G.P. (2006) Management Science: Decision-Making in Computer Science, Athens: Stamoulis.
  -  Prastakos, G.P. (2002). Management Science in Action: Applications in Modern Business,. Athens: Stamoulis.
- ASSESSMENT METHODS AND CRITERIA  
Final written exam
- LANGUAGE OF INSTRUCTION  
Greek

### MANAGEMENT II

- COURSE UNIT CODE  
2717
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Ioannidis, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
Entrepreneurship focuses on the concepts, skills, know-how, information, attitudes and alternatives that are relevant for start-up and early-stage entrepreneurs, entrepreneurial managers and the relevant stakeholders. It is a complex course with two fundamental objectives. The first is to teach future entrepreneurs and entrepreneurial managers to use the entrepreneurial perspective in order to make better decisions, and thereby influence positively one's odds for success, and to minimize the odds and costs of blunder. The central focus of the course is the critical role of opportunity creation and recognition, and the entrepreneur as the principal success factors in new enterprise formation and building. The course is especially relevant for aspiring entrepreneurs bent on launching and growing a business that is quite profitable. The notion here is that it is often riskier, more demanding and painful, and less rewarding to think too small. In examining issues and problems of start-ups we will seek to achieve the following additional objectives: (a) identify and determine what entrepreneurs need to know about the critical driving forces in a new venture success, (b) identify how successful entrepreneurs and investors create, find and differentiate profitable and durable opportunities from just "other good ideas", and how opportunities evolve over time, (c) evaluate and determine how successful entrepreneurs and investors create and build value for themselves, and others, (d) identify and determine the necessary financial and non-financial resources available for new ventures, identify the criteria they use to screen and evaluate proposal, their attractiveness and risks, and how to obtain start-up and early growth capital, (e) determine the critical tasks to be accomplished, the hurdles to be overcome during start-up and early growth, and what has to happen to succeed.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
Management I
- COURSE CONTENTS
  - Definition of Entrepreneurship - The Entrepreneurial Process
  - The role of Government in Entrepreneurship
  - Industry Clusters
  - Business Incubators
  - The current status of Entrepreneurship in Greece - The Global Entrepreneurial Revolution
  - Crafting a Personal Entrepreneurial Strategy
  - The Opportunity: Creating, Shaping, Recognizing, Screening, Seizing

- Opportunities for Social Entrepreneurship
- The Business Plan
- The Entrepreneurial Leader and the Team
- Financing Entrepreneurial Ventures: Entrepreneurial Finance
- Obtaining Venture and Growth Capital - Venture Capital Arrangements
- Obtaining Debt Capital
- The Deal: Valuation, Structure, and Negotiation
- Leading Rapid Growth, Crises, and Recovery
- Harvesting/Exit the Venture and Beyond
- RECOMMENDED OR REQUIRED READING
  -  Lioukas S. (editor) (2006) "Topics in Entrepreneurship" AUEB Distribution/Publishing
  -  Ioannidis A. (2012) "Class notes" (in electronic form – eClass)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS
 


Class lectures, case studies, guest-speaker presentations, business plan lab, role-playing
- ASSESSMENT METHODS AND CRITERIA
 

Final examination, one individual project, and one group project (business plan)
- LANGUAGE OF INSTRUCTION
 

Greek

## 8<sup>th</sup> Semester – Specialization Electives in Business Administration

### TECHNOLOGY MANAGEMENT IN MULTINATIONAL CORPORATIONS

- COURSE UNIT CODE  
2806
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN BUSINESS ADMINISTRATION
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
D. Manolopoulos, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
As a result of taking this course, the student should be able to:
  - Describe the recent technological developments in the environment of the modern firm.
  - Identify, analyze and critical evaluate the fundamentals of innovation strategy.
  - Analyze the innovation process itself and associate organizational forms with the technological scope of corporations.
  - Evaluate technology sourcing in an international context.
  - Define the role and essence of decentralized research and development laboratories.
  - Describe the pivotal role of technology in the development of countries.
  - Evaluate the side effects of decentralized knowledge-related competitiveness in economically integrated areas and especially EU.
  - Analyze the coordination and control mechanisms of decentralized R&D labs.
  - Identify and evaluate the motivation patterns and the career development alternatives of knowledge professionals.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
The course has no prerequisites. An overall comprehension of international management science and strategy will help students to better respond to the course material.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS  
The effective management of innovation and technology has become a preoccupation of international managers. Failing to elicit innovation in the global firm or managing technology inappropriately, can damage the competitive position of corporations. This course tackles the question of how to manage creativity and innovation within organizations. It also provides an in-depth analysis of the role of technology seen as a core strategic imperative and the impact of innovative activities on international strategies. Overall, the course will help students to understand what it is that makes innovative firms different from 'ordinary' firms and familiarize them with the contemporary managerial challenges associated with effective leveraging and management of creativity, innovation and technology.
- RECOMMENDED OR REQUIRED READING  
 Notes from the instructor
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course will be conducted through lectures, supported by special video-cases' presentations and in-class case studies' analysis.

- ASSESSMENT METHODS AND CRITERIA

Final exam: 70%

Term assignment and presentation: 30%

- LANGUAGE OF INSTRUCTION

Greek

- WORK PLACEMENT(S)

N/A

### FINANCIAL MANAGEMENT II

- COURSE UNIT CODE  
2511
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
P. Diamantis, Professor  
A. Drakos, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT

The course of Financial Management II consists of a focused approach to financial planning, capital selection and equity forms of financing, in modern businesses. Students should familiarize themselves with the importance of equity selection (Capital Structure) and Cost Structure (Leverage Analysis), since these two factors affect the company's profitability and the expected dividends for the shareholders (Dividends Policy). Then the student will learn the techniques and tools used by companies for the planning of their financial needs through the preparation of estimated future financial statements, while they analyze the major working capital management techniques.

Having obtained an overall idea of the basic Financial operations of the company, the students will deal with alternative financing tools, such as Leasing and Factoring, which are presented in relation to traditional forms of financing (through loan agreements).

- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Financial Management I, Basic Principles of Accounting
- COURSE CONTENTS

#### **SECTION 1: CAPITAL STRUCTURE AND DIVIDEND POLICY**

##### **1.A.: LEVERAGE ANALYSIS**

- Capital and Financial Structure
- Measuring Corporate and Financial Risk
- Break Even Point (Calculation, Intuition behind the index)
- Technical Analysis of Break Even Point and Sensitivity Analysis
- Financial Leverage – Operational Leverage
- Total - Combined Leverage

##### **1.B.: CAPITAL STRUCTURE THEORY**

- The issue of Capital Selection – Equity vs. Debt capital
- Optimum Capital Structure
- Representation cost and consequences on the Capital Structure
- Modigliani and Miller Theory
- Debt effect on Profit per share

##### **1.C.: DIVIDEND POLICY**

- Introduction – Defining the issue



- Relation between Dividend Policy and Value of the company
- Factors affecting the Dividend Policy.
- Dividend Policy models
- Stock Dividends – Buyback of shares

## **SECTION 2: FINANCIAL PROGRAMMING AND WORKING CAPITAL MANAGEMENT**

### **2.A.: WORKING CAPITAL MANAGEMENT**

- Current Assets and Working Capital
- Inventory Management
- Debt Instrument Management
- Cash and cash equivalent management
- Credit Management

## **SECTION 3: SPECIAL CASES OF SHORT-TERM AND MID-TERM FINANCING**

### **3.A.: FACTORING**

- Introduction to FACTORING
- Financing based on receivables
- Cost of Factoring as determined by Factoring Companies

### **3.B.: LEASING**

- FINANCIAL LEASING
- OPERATING LEASING
- Types of Financial Leasing
- Loans – Special cases
- Choosing among Financial Leasing and acquisition financed by a loan

### **3.C.: SPECIAL CASES OF BANK LOANS**

- Types of loans – Loan Amortizations Tables
- Special Cases (Grace Period, Loan refinancing)
- Examples – case studies

## • RECOMMENDED OR REQUIRED READING



D. Vasileiou, N.Iriotis (2009), “Financial Management – Theory and Practice” Rosili Publications.



Ioannis Apostolopoulos (2004), «Special Issues of Financial Management» Stamoulis Publications.



Academic course Notes

## • PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

Classroom Courses and Tutorials

## • ASSESSMENT METHODS AND CRITERIA

The final grade is determined by an exam at the end of the course, and the grade of the assignment


## • LANGUAGE OF INSTRUCTION

Greek - English

## • WORK PLACEMENT(S)

Compulsory assignment during the course

## BUSINESS INFORMATICS

- COURSE UNIT CODE  
2533
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN INFORMATION SYSTEMS MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS Credits
- NAME OF LECTURER(S)  
X. Mamakou, STLS
- LEARNING OUTCOMES OF THE COURSE UNIT  
The main objectives of the course are:
  - The in depth research on the collection, organization and management process of business data using modern techniques.
  - The knowledge of the Information Technology in relation to its effective use when dealing with business decisions and problems.
  - Understanding the database applications in a multiple business operations context (applications in marketing, human resources, sales etc.).
  - Important design, operational, management and security issues of databases that target to secure (to the greatest possible extent) the integrity of business information data.
  - The available possibilities of collecting and managing business data from the World Wide Web.
  - The use of the appropriate business software packages.
- MODE OF DELIVERY  
LECTURES AND LABS
- PREREQUISITES AND CO-REQUISITES  
The course uses students' knowledge from the two compulsory computer courses taught during the previous semesters.
- COURSE CONTENTS
  - **Files and data:** Business Data. File Structures. File design and management. File processing.
  - **Databases:** Advantages of Databases. Entities. Tables. Data entry. Database Management Systems. Applications development. Relational Databases. ERD. Normalization. Object-oriented Databases. Database retrieval.
  - **MS-Access:** Design and management of Databases. Table design. Data types. Queries. Functions. Databases with more than one tables. Table relations. SQL. Forms. Reports.
- RECOMMENDED OR REQUIRED READING  
 Stavrakoudis Athanasios, Databases and SQL, Klidarithmos, Athens 2010.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The course includes a complete laboratorial program, which takes place in the laboratories of the computer center, under the guidance and supervision of teachers. The laboratory course duration for each student is two hours per week for the entire semester. The students are enrolled at the laboratory course, they are split into groups and they always maintain their seats. In order to support the laboratory course, a special handbook is used, which includes the topics covered during the lectures, in detail, along with the relevant theory, computer exercises and related instructions on the course. The files that are used and retrieved by the students during the laboratory course are stored in network hard drives.
- ASSESSMENT METHODS AND CRITERIA

All students who attend every course without any absence can participate in the laboratory exams, which include a practical part that is conducted within the computer center and a theoretical one. The examination takes place at the end of the course. This practical examination gives students the opportunity to avoid final written exams as long as they confirm their practical exam grades at the official written examination day. All the students who did not participate or failed at the practical exams or those who were not satisfied with their grades can participate at the final written exams.

- LANGUAGE OF INSTRUCTION






Greek

- WORK PLACEMENT(S)

Work placements may be given, but they are not compulsory.

## 5<sup>th</sup> Semester – Specialization Electives in Information Systems Management

### CAPITAL MARKET REGULATION AND CORPORATE GOVERNANCE

- COURSE UNIT CODE  
2525
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN INFORMATION SYSTEMS MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Ch.Tarnanidou, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course constitutes an introduction to the fundamental meanings of the capital markets operation. It aims at providing basic knowledge of an undergraduate level related to such markets characteristics not only from our domestic system's perspective but also with regard to the specific rules of the European Community. Its main objective is to help students to develop skills in tackling practical aspects of capital markets considering its impact to the modern financial and professional life.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
Basic knowledge of civil law, corporate law, securities law, as well as bankruptcy law
- COURSE CONTENTS  
The main parts of the course refer to the following: Markets in financial instruments operating as exchange markets or off-exchange markets (OTC), including their protection from market manipulation and insider dealing (Chapter I), investors protection on the basis of compensation schemes (Chapter II), issuers of securities listed in regulated markets (listed securities) including as a main aspect corporate governance of issuing companies (Chapter III), institutional investors, mainly units in collective investment undertakings (Chapter IV), book-entry securities, central securities depositories and clearing systems (Chapter V), competent supervisory authorities (Chapter VI), prevention of the use of the financial system for the purpose of money laundering and terrorist financing (Chapter VII) and other related issues (Chapter VIII).
- RECOMMENDED OR REQUIRED READING
  -  Niamh Moloney, EC Securities Regulation (2008)
  -  Chris Mallin, Corporate Governance (2010)
  -  I.Rokas-Ch.Tarnanidou-E.Matthaïou, H Kefalaïagora.Thesmiko Plaisio. Kritikes Paratiriseis (2010) (el)
  -  A.Karagounidis, Prostasia tou Ependiti sto Dikaio tw'n Ependitikwn Ipiresiwn (2007) (el)
  -  Ch.Tarnanidou, H Organomeni Agora. Koinotiko Dikaio & Ethniki Enarmonisi (2008) (el)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The learning program includes class teaching, optional preliminary exams, essays, as well as coordinated tours and visits to authorities and bodies of the capital markets and commerce (e.g. ATHEX, Hellenic Capital Market Commission, SEV, EVEA).

- ASSESSMENT METHODS AND CRITERIA

The students are required to participate in the final written exams. Participation in optional exams and essays are taking into account.

- LANGUAGE OF INSTRUCTION

Greek (English, Erasmus).

### BUSINESS POLICY AND STRATEGY

- COURSE UNIT CODE  
2610
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
V. Papadakis, Professor  
Salavou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course aspires to:
  - Help participants understand how to craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
  - Develop understanding on how to build and sustain competitive advantage
  - Realize what type of structure, systems, and people, a company needs to successfully implement a chosen strategy.
  - To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
N.A.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students have the option to participate individually or in groups in a number of practical assignments. Information on the nature of assignments can be found in:  
[www.aueb.gr/users/papadakis](http://www.aueb.gr/users/papadakis).
- COURSE CONTENTS  
The course material will be organized in the following parts:
  - How to analyze the external environment of the company: (Structural Analysis of Industries, Strategic Groups, Trends)
  - How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as to the creation of dynamic capabilities)
  - How to direct the company into the future (mission/vision/strategic intent)
  - How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, form an alliance with another business).
  - How to build and sustain competitive advantage
  - What type of structure, systems, and people, does a company need to successfully implement a chosen strategy

- How to make better strategic decisions and how to avoid the hidden traps that lead to erroneous decisions.

- RECOMMENDED OR REQUIRED READING

The main textbook is:



Papadakis V., Business Strategy: International and Greek Experience, Benos Publishing Co, Volume A', 2012, 6th Edition.

Additional Recommended international textbooks include:



Johnson G., R. Whittington and K. Scholes, 'Exploring Strategy: Text and Cases', Prentice Hall, 9th edition, 2011.



Carpender, M.A. and W.G. Sanders, 'Strategic Management', Pearson, Prentice-Hall, 2nd edition, 2010

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

This course evolves through conversation, based on specific case studies of Greek companies (e.g. Alpha Bank, Delta, Fage, 3E, Titan, Delta Dairy etc.), as well as global companies (Vodafone, Microsoft, Intel, Honda, Swatch, Marks & Spencer, Canon, Nokia, Samsung, Pepsico, Coca-Cola).





- ASSESSMENT METHODS AND CRITERIA

The course grade will be based on a final written exam. Addressing the questions requires critical thinking.

- LANGUAGE OF INSTRUCTION

Greek

## COST ACCOUNTING

- COURSE UNIT CODE  
2612
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Cohen Sandra, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on cost accounting, by introducing its basic principles and applications. At the end of the semester, the students will be familiar with the cost accounting principles, the way firms organize their cost accounting systems, the characteristics and the way of monitoring the product cost, the techniques of absorption costing, marginal cost and standard cost, and the concept of budgeting and cost pricing methods.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
No prerequisites. However, being familiar with basic concepts of financial accounting would be helpful.
- COURSE CONTENTS  
The course is organized as follows:
  - Introduction to cost accounting – Basic principles of cost accounting– Types of costs
  - Job order Costing –Overhead costs allocation – Variances – Journal Entries.
  - Process Costing –Weighted Average Method and FIFO
  - Allocation and Reallocation of overheads to cost centers
  - Joint-Products – By-Products/ Standard costing
  - Marginal cost – Break-even point – Cost-Volume-Profit analysis
  - Introduction to budgeting – Flexible and Static budgets/ Pricing methodologies based on cost
- RECOMMENDED OR REQUIRED READING
  -  Venieris, G., S. Cohen and M. Coletsi, "Cost Accounting: Principles and Applications", 2nd Ed., P.I. Publishing, Athens, 2005 (in Greek).
  -  Venieris, G., "Cost Accounting", P.I. Publishing, Athens, 2005 (in Greek)
  -  Hilton, R., M. Maher and F. Selto, "Cost management: Strategies for Business Decisions", Mc Graw Hill, 4th edition, 2008.
  -  Horngren, C. T., G. Foster and S. Datar, "Cost Accounting: A Managerial Emphasis", Prentice Hall International Editions, 11th edition, 2000.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
All the lecture material is uploaded to e-class (lectures and exercises). The class is accompanied by tutorial lessons.
- ASSESSMENT METHODS AND CRITERIA  
Exam at the end of the semester
- LANGUAGE OF INSTRUCTION  
Greek





## METHODOLOGIES OF DESIGN AND DEVELOPMENT OF INFORMATION SYSTEMS

- COURSE UNIT CODE  
2616
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN INFORMATION SYSTEMS MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
X. Mamakou, STLS
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course includes the basic concepts, the skills, the methodologies, the techniques, the tools, the platforms and anything that can be useful during the analysis, design and implementation process of an information system. The course is mandatory in the specialization of Information Systems Management. It is oriented towards the knowledge and interests of the students of the Business Administration department. It includes a theoretical and a practical part.  
The basic objective of the course is for the student to understand the analysis, design and information systems development processes, through an environment of realistic applications and case studies. The laboratory course offers great support to the entire effort of the students to comprehend the methodologies and operations in every stage of the design and development process. Emphasis is given mainly on the familiarization of the students to modern business information systems, the use of specialized design tools, such as CASE, the deeper understanding of the application development processes using database management systems and programming languages. The entire effort targets towards the preparation of the student in order to be able to cover the position of a business analyst in the modern enterprise, to continue for post-graduate studies of a related subject or work on the specific topic as a researcher.
- MODE OF DELIVERY  
4-6 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
The course uses students' knowledge from the two compulsory computer courses taught during the previous semesters.
- COURSE CONTENTS  
Introduction and basic concepts of software technology. Relation between Information Systems and Organizations. Business Information Systems. Elements of systemic approach. The concepts of Hard and Soft Systems. Definition of a problem and General Demands. Case studies (Reasons, Importance, Usefulness). Demand Technology (Identification of the users' information needs). Analysis and design processes. Logical and Physical Design. Methodologies of structured analysis and design. Entities and Modeling. Normalization. Data Repositories. Diagrams that are used during the development stage (Process Decomposition Diagrams, Hierarchical Diagrams, Data Flow Diagrams, State Transition Diagrams, Flowcharts, Decision Trees, Decision Tables, Data Flow Diagrams, UML). CASE Tools. Elements of object-oriented analysis. Information systems and socio-organizational issues. Business Process Reengineering elements during the implementation process of Information systems in enterprises and organizations.

- RECOMMENDED OR REQUIRED READING



Sommerville I., Software Engineering, Kleidarithmos, 2009.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course includes a complete laboratorial program with real applications and takes place in the Computer Centre of the university. These applications are developed by using Database Management Systems and Business Software Packages. It includes applications development using Database Management Systems (Access, SQL Server, Power Builder), design using CASE tools and applications development using programming languages.

The program takes place in the laboratories of the computer center, under the guidance and supervision of teachers. The students are enrolled at the laboratory course, they are split into groups and they always maintain their seats. In order to support the laboratory course, a special handbook is used which includes the topics covered during the lectures, in detail, along with the relevant theory, computer exercises and related instructions on the course. The files that are used and retrieved by the students during the laboratory course are stored in network hard drives. The lectures are delivered using slides and a projector, while at the same time students respond and practice from their working stations.

- ASSESSMENT METHODS AND CRITERIA

All students who attend every course without any absence can participate in the laboratory exams, which include a practical part that is conducted within the computer center and a theoretical one. The examination takes place at the end of the course. This practical examination gives students the opportunity to avoid final written exams as long as they confirm their practical exam grades at the official written examination day.

The practical examination includes:

- A written test (theoretical part)
- Presentation of the team project
- Practical exercises

All the students who did not participate or failed at the practical exams or those who were not satisfied with their grades can participate at the final written exams.

- LANGUAGE OF INSTRUCTION










Greek

- WORK PLACEMENT(S)

The team project is carried out by groups of 3-4 students and deals with the analysis, design and development of a management information system (Well defined, structured and simple sub-system), which covers specific needs of an organization or an enterprise. The evaluation of the Team Project and possibly of other deliverables that will be assigned during the lectures, are included in the Practical exams evaluation.

## 6<sup>th</sup> Semester – Specialization Electives in Information Systems Management

### STRATEGIC E-MARKETING

- COURSE UNIT CODE  
2836
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN INFORMATION SYSTEMS MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
I. Rigopoulou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
This course is an introduction in using the Internet to market goods and services, as being suggested by the related principles and practices. It examines the various business models employed in online marketing and explores techniques and methodologies for conducting online market research. But the main purpose of the particular course is to provide the students with all the necessary knowledge related to strategic planning and implementing, a comprehensive e-marketing strategy using the variables of the Marketing Mix. In addition, it also considers other critical issues, such as the challenges faced by firms in the application of e-marketing strategies in global markets.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Strategic Marketing
- COURSE CONTENTS
  - Introduction to e-Marketing
  - e-Business Models
  - Consumer Behavior and the Internet
  - Research utilization through the internet
  - 7Ps and the internet
- RECOMMENDED OR REQUIRED READING
  -  Strategic e-Marketing, G. Siomkos – Y. Tsiamis, Stamoulis ed.
  -  Electronic Commerce, A managerial Perspective, 2004, Efraim Turban, Pearson Prentice Hall ed.
  -  Principles of Internet Marketing, Hanson W., South-Western College publishing, Thomson Learning, 2000
  -  Managing in the Next Society, Drucker P. St. Martin's Press, NY, 2002
  -  Strategic Internet Marketing, Dann, S. and S. Dann, J. Wiley & Sons inc. 2001
  -  Strategic Internet Marketing (Journal)
  -  Journal of Interactive Marketing
  -  Digital's World Wide web Server
  -  Sites stakeholders like: [www.microsoft.com](http://www.microsoft.com) , [www.att.com](http://www.att.com) , [www.ibm.com](http://www.ibm.com)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Case Studies, Presentations from Experts

- ASSESSMENT METHODS AND CRITERIA




Written exams

Critical thinking, Capture of terms and relative knowledge

- LANGUAGE OF INSTRUCTION

Greek

### FINANCIAL STATEMENT ANALYSIS

- COURSE UNIT CODE  
2810
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
K. Karamanis, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The objective of the course is to enable students to acquire the knowledge and develop the skills required in selecting, processing and analyzing business finance and other information and data. At the end of this course, students will be:
  - familiar with the financial statement, prepared in accordance with International Financial Statements, and be aware of the information included in them that analysts may use.
  - be able to evaluate the quality of financial information provided by companies through their financial statements.
  - be able to evaluate the financial position, the performance (profitability and cash flows) and related risks of a business enterprise.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Good understanding of financial accounting is an essential prerequisite in attending this course. The course also draws on the foundations laid by a series of other courses, including cost and management accounting, finance, management and economics.  
\*Note: In the Department, there is no system of formal prerequisites or co-requisites. Hence, courses reported as prerequisites or co-requisites only denote that students should have relevant knowledge in order to be able to follow the course.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students are encouraged to undertake a project which refers to the financial analysis of a company listed on the Athens Stock Exchange.
- COURSE CONTENTS  
The course focuses on the preparation and analysis of the Cash Flow Statement, and the analysis of liquidity, profitability and capital structure through the use of financial ratios.
- RECOMMENDED OR REQUIRED READING  
Required (one of the two):
  -  Ghikas, D, Papadaki, A. And Siougle, G. (2010), Corporate analysis and valuation. Mpenos, Athens (in Greek).
  -  Niarchos, N. (2004), Financial statement analysis. Seventh edition, Stamoulis, Athens.Recommended:
  -  Penman, S.H. (2009). Financial Statement Analysis and Security Valuation. New York: Irwin/McGraw-Hill.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course requires the active participation of students throughout the semester. There are two lectures every week and one workshop (each lasts for two hours). During classes a significant number of exercises, problems and case studies are discussed.

- ASSESSMENT METHODS AND CRITERIA

The course is assessed through written exams that combine theory and numerical questions.


- LANGUAGE OF INSTRUCTION

Greek

- WORK PLACEMENT(S)

Note required

## APPLICATIONS OF BUSINESS INFORMATICS

- COURSE UNIT CODE  
2713
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN INFORMATION SYSTEMS MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
X. Mamakou, STLS
- LEARNING OUTCOMES OF THE COURSE UNIT  
Given the fact that the fourth-year student of the Business Administration Department is ready to start his professional career or continue his studies in a post-graduate program, the basic objective of this course is to provide him with the capability to use efficiently the technological tools of Business Informatics in order for him to be in the position to dealing with business problems. As a sequence of the previous computer courses which are taught in the department, this course targets to the effective and efficient use of methods, processes and tools of business informatics during business problem solving.
- MODE OF DELIVERY  
2-4 HOURS OF WEEKLY LECTURES, 2 HOURS OF WEEKLY LAB
- PREREQUISITES AND CO-REQUISITES  
The course uses students' knowledge from computer courses taught during the previous semesters, as well as from other business courses like mathematics, marketing, accounting, statistics etc.
- COURSE CONTENTS  
Database Management, Database functions, Graphics, Financial functions and Applications, Applications of Statistics (Statistical functions), Linear Systems, Applications of Linear Programming, Pivot tables and applications, Applications of linear regression (simple and multiple), Chronological series, Forecasting, Regression, Creating and Managing Business Scenarios, Visual Basic for Applications, Macros in Excel, Business applications development in MS Excel.
- RECOMMENDED OR REQUIRED READING  
 Paul Cornell, Data Analysis with Microsoft EXCEL, Klidarithmos, Athens 2003.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The course includes a complete laboratorial program which focuses on educating students on matters of Business problem solving by using business software packages, such as MS Excel, Matlab, Project Management Modeling etc.  
The class takes place in the laboratories of the computer center, under the guidance and supervision of teachers. The laboratory course duration for each student is two hours per week for the entire semester. The students are enrolled at the laboratory course, they are split into groups and they always maintain their seats. In order to support the laboratory course, a special handbook is used, which includes the topics covered during the lectures, in detail, along with the relevant theory, computer exercises and related instructions on the course. The files that are used and retrieved by the students during the laboratory course are stored in network hard drives.
- ASSESSMENT METHODS AND CRITERIA





All students who attend every course without any absence can participate in the laboratory exams, which include a practical part that is conducted within the computer center and a theoretical one. The examination takes place at the end of the course. This practical examination gives students the opportunity to avoid final written exams as long as they confirm their practical exam grades at the official written examination day. All the students who did not participate or failed at the practical exams or those who were not satisfied with their grades can participate at the final written exams.

- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
Work placements may be given, but are not compulsory.

## 7<sup>th</sup> Semester – Specialization Electives in Information Systems Management

### DECISION SUPPORT SYSTEMS

- COURSE UNIT CODE  
2715
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN INFORMATION SYSTEMS MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Dr. Dimitris K. Kardaras
- LEARNING OUTCOMES OF THE COURSE UNIT  
The DSS course aims to equip students with all the necessary knowledge for tackling complex business problems in a structured way, by using modern quantitative and qualitative approaches based on decision making technologies and cognitive psychology models. In particular, this course discusses and aims to familiarize students with issues pertaining to
  - Problem solving and the process of decision-making,
  - Understanding the importance of DSS for modern businesses,
  - Understanding the architecture of DSS, Group DSS and Expert Systems,
  - Developing and using Data Mining, Fuzzy Logic, and Neural Networks models in business decision making.
  - Understanding the importance of Cognitive Psychology in decision making.
  - Using tools such as SPSS, Excel, ExpertChoice, Clementine, etc. in solving decision making related case studies.
- MODE OF DELIVERY  
LECTURES AND LABS
- PREREQUISITES AND CO-REQUISITES  
The course uses students' knowledge from previous information systems and quantitative methods courses taught during previous semesters.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS
  - Introduction to Decision Making Process.
  - Problem Formulation and Solving.
  - Well-structured and Ill-structured problems.
  - Architectures of DSS.
  - Architectures of Group, Distributed and Organizational DSS.
  - Case studies and Benefits from using DSSs.
  - Cognitive Psychology in Decision-Making.
  - Rationality and bounded rationality.
  - Biases, Judgment in managerial decision-making.
  - Architectures of Executive Information Systems.
  - Architectures of Expert Systems, Knowledge Representation, Inference Engine.
  - Data Mining technologies, examples and software tools.
  - Case studies discussed with Data Mining technologies.

- Fuzzy Logic, Fuzzy Sets Theory, Problems Solving with Fuzzy Logic.
- Fuzzy Cognitive Maps and Applications.
- Building a DSS for solving business case studies with SPSS, ExpertChoice and the Microsoft Excel.
- Developing software for Fuzzy Logic Business Applications.
- RECOMMENDED OR REQUIRED READING
  -  Matsatsinis N. (2010). Decision Support Systems, Publ. New Technologies (in Greek)
  -  Kardaras D. (2010). Introduction to Decision making and Decision Support Systems (University notes in Greek)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS
 

All students attend classes and lab session but attendance is not monitored. All teaching material is available on the e-class platform offered by the university. All students enrolled to the course have access to this material. During the semester student undertake coursework, with parts designed so that students may practice and become familiar with the course material covered in lectures.
- ASSESSMENT METHODS AND CRITERIA
 

The examination takes place at the end of the course. The examination consists of two compulsory parts namely:



  - a written examination, which accounts for the 70% of the total grade
  - group coursework that accounts for the 30% of the total grade

Students who fail the written examination do not benefit from the coursework marks. The marking scheme for the exam paper is shown to the students on the exam paper. The assessment criteria for the coursework, which is also presented to the students, include the number of techniques and the tools used to make a decision, the level of decisions' justification, etc.
- LANGUAGE OF INSTRUCTION
 

Greek
- WORK PLACEMENT(S)
 


Work placements may be given, but they are not compulsory.

## THE GREEK GENERAL ACCOUNTING PLAN

- COURSE UNIT CODE  
2701
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN INFORMATION SYSTEMS MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
S. Spilioti, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The main purpose of this module is to analyze the basic topics of the Greek General Accounting Plan and to put together its plan of accounts. More specifically, the topics analyzed are those related to balance-sheet and income-statement accounts. This course prepares students for carriers at accounting departments or as public accountants.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Introduction to Financial Accounting, Intermediate Accounting
- COURSE CONTENTS  
The outline of the module is the following:  
Introduction of the Greek general accounting plan, plan of accounts, accounting for provisions, valuation and depreciation methods, price-adjustments
- RECOMMENDED OR REQUIRED READING  
 D. Xevas, A. Papadaki, General Accounting Plan, Editions, G. Benou  
 G. Alyfantis, Editions Pamisos
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Power point presentations
- ASSESSMENT METHODS AND CRITERIA  
Exams at the end of semester
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
None

### INTERNET AND ENTERPRISE INFORMATION SYSTEMS

- COURSE UNIT CODE  
2816
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN INFORMATION SYSTEMS MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Dr. Dimitris K. Kardaras, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The Internet and Enterprise Information Systems course aims to equip students with all the necessary knowledge for understanding, designing and implementing web based information systems. This course, which aims at stimulating students' entrepreneurship, discusses the e-business issues from a technological and business perspective.  
In particular this course discusses and aims to familiarize students with issues pertaining to:
  - strategic business plan for e-business,
  - frameworks for identifying e-business applications,
  - web design and evaluation,
  - virtual communities and their business value,
  - e-CRM,
  - customization and recommender tools,
  - Internet systems architectures and development technologies issues such as HTML, PHP, XML, ASP.
  - Case studies are planned for discussion and exercises are scheduled in the labs.
- MODE OF DELIVERY  
LECTURES AND LABS
- PREREQUISITES AND CO-REQUISITES  
The course uses students' knowledge from previous information systems courses taught during previous semesters.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS
  - Introduction to e-Commerce and e-Business.
  - Benefits and problems for e-business development.
  - Current state of e-business development.
  - Strategic Planning for e-business, models and frameworks.
  - Developing a Business Plan for e-business.
  - Applications for B2C and B2B e-business.
  - Customer Relationship Management: technologies, development and management.
  - Internet technologies-Issues in e-service composition.
  - Customization and Recommender Tools.
  - Process Integration for e-business.
  - Web design.
  - Web programming: Client-side and Server-side programming.

- PhP programming.
- Markup languages: HTML web pages development.
- Markup languages: XML/XSL web pages development.
- Examples in ASP, VBscripts, Javascripts.
- Discussion of case studies.
- Web-sites development group projects.
- RECOMMENDED OR REQUIRED READING
  -  Chaffy, D. (2008). eBusiness and eCommerce, (translated in Greek)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS
 

All students attend classes and lab session but attendance is not monitored. All teaching material is available on the e-class platform offered by the university. All students enrolled to the course have access to this material. During the semester student undertake coursework, with parts designed so that students may practice and become familiar with the course material covered in lectures.
- ASSESSMENT METHODS AND CRITERIA
 

The examination takes place at the end of the course. The examination consists of two compulsory parts namely:

  - a written examination, which accounts for the 70% of the total grade
  - group coursework that accounts for the 30% of the total grade

Students who fail the written examination do not benefit from the coursework marks. The marking scheme for the exam paper is shown to the students on the exam paper. The assessment criteria for the coursework, which is also presented to the students, include design quality, level and quality implementation, etc.
- LANGUAGE OF INSTRUCTION
 

Greek
- WORK PLACEMENT(S)
 

Work placements may be given, but they are not compulsory.

## 8<sup>th</sup> Semester – Specialization Electives in Information Systems Management

### TECHNOLOGIES FOR BUSINESS PROCESS REENGINEERING AND INFORMATION SYSTEMS

- COURSE UNIT CODE  
2814
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN INFORMATION SYSTEMS MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Dr. Dimitris K. Kardaras
- LEARNING OUTCOMES OF THE COURSE UNIT  
This course focuses on the analysis of the current situation of an organizational setting from a process point of view. It emphasizes on the “how” of process re-engineering by exploiting the capabilities that Information Technology generates for improving process and organizational performance. In practicality, this course discusses and aims to familiarize students with issues pertaining to:
  - Strategic information systems planning
  - Business Process modeling
  - Re-engineering principles, models and techniques and software tools.
  - Business Process performance measurement.
- MODE OF DELIVERY  
LECTURES AND LABS
- PREREQUISITES AND CO-REQUISITES  
The course uses students’ knowledge from previous information systems and quantitative methods courses taught during previous semesters.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS
  - Introduction to Strategic Information Systems Planning (SISP)
  - SISP Models and Methodologies.
  - Introduction to Process Modeling and Meta-Modeling.
  - Concepts in Process Modeling and Process Meta-Models.
  - Process Modeling with the Jacobson methodology.
  - Process Modeling with UML.
  - Strategies for Business Process Improvement and Re-engineering.
  - Business Process Performance Measurement: efficiency and effectiveness factors, Balance Scorecards.
  - Modeling Business Performance Measures.
  - Fuzzy Logic Applications in Business Process Modeling.
  - Culture Change Program.
  - Business Process Modeling and Simulation with Software Tools.
  - Case Studies discussion and group projects on process modeling and re-engineering.
- RECOMMENDED OR REQUIRED READING



Kardaras D. (2009). Technologies for Business Process Re-engineering (University notes in Greek).

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

All students attend classes and lab session but attendance is not monitored. All teaching material is available on the e-class platform offered by the university. All students enrolled to the course have access to this material. During the semester student undertake coursework, with parts designed so that students may practice and become familiar with the course material covered in lectures. Discussions on different topics and exercises are scheduled in the labs for the students to have a complete knowledge of process modeling and management. A software tool for business process modeling and simulation is used in the lab sessions for the analysis and discussion of the Case Studies.

After necessary arrangements are made, all students visit businesses from various business sectors in order to investigate case studies. The case studies provide the material for students' group coursework.

- ASSESSMENT METHODS AND CRITERIA

The examination takes place at the end of the course. The examination consists of two compulsory parts namely:

- a written examination, which accounts for the 70% of the total grade
- group coursework that accounts for the 30% of the total grade

Students who fail the written examination do not benefit from the coursework marks.

The marking scheme for the exam paper is shown to the students on the exam paper. The assessment criteria for the coursework, which is also presented to the students, include the level of justification in re-engineering initiatives and the quality of re-engineering solutions, etc.

- LANGUAGE OF INSTRUCTION

Greek

- WORK PLACEMENT(S)

Work placements may be given, but they are not compulsory.



### FINANCIAL MANAGEMENT II

- COURSE UNIT CODE  
2511
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
P. Diamantis, Professor  
A. Drakos, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT

The course of Financial Management II consists of a focused approach to financial planning, capital selection and equity forms of financing, in modern businesses. Students should familiarize themselves with the importance of equity selection (Capital Structure) and Cost Structure (Leverage Analysis), since these two factors affect the company's profitability and the expected dividends for the shareholders (Dividends Policy). Then the student will learn the techniques and tools used by companies for the planning of their financial needs through the preparation of estimated future financial statements, while they analyze the major working capital management techniques.

Having obtained an overall idea of the basic Financial operations of the company, the students will deal with alternative financing tools, such as Leasing and Factoring, which are presented in relation to traditional forms of financing (through loan agreements).

- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Financial Management I, Basic Principles of Accounting
- COURSE CONTENTS

#### **SECTION 1: CAPITAL STRUCTURE AND DIVIDEND POLICY**

##### **1.A.: LEVERAGE ANALYSIS**

- Capital and Financial Structure
- Measuring Corporate and Financial Risk
- Break Even Point (Calculation, Intuition behind the index)
- Technical Analysis of Break Even Point and Sensitivity Analysis
- Financial Leverage – Operational Leverage
- Total - Combined Leverage

##### **1.B.: CAPITAL STRUCTURE THEORY**

- The issue of Capital Selection – Equity vs. Debt capital
- Optimum Capital Structure
- Representation cost and consequences on the Capital Structure
- Modigliani and Miller Theory
- Debt effect on Profit per share

##### **1.C.: DIVIDEND POLICY**

- Introduction – Defining the issue

- Relation between Dividend Policy and Value of the company
- Factors affecting the Dividend Policy.
- Dividend Policy models
- Stock Dividends – Buyback of shares

## **SECTION 2: FINANCIAL PROGRAMMING AND WORKING CAPITAL MANAGEMENT**

### **2.A.: WORKING CAPITAL MANAGEMENT**

- Current Assets and Working Capital
- Inventory Management
- Debt Instrument Management
- Cash and cash equivalent management
- Credit Management

## **SECTION 3: SPECIAL CASES OF SHORT-TERM AND MID-TERM FINANCING**

### **3.A.: FACTORING**

- Introduction to FACTORING
- Financing based on receivables
- Cost of Factoring as determined by Factoring Companies

### **3.B.: LEASING**

- FINANCIAL LEASING
- OPERATING LEASING
- Types of Financial Leasing
- Loans – Special cases
- Choosing among Financial Leasing and acquisition financed by a loan

### **3.C.: SPECIAL CASES OF BANK LOANS**

- Types of loans – Loan Amortizations Tables
- Special Cases (Grace Period, Loan refinancing)
- Examples – case studies

## • RECOMMENDED OR REQUIRED READING



D. Vasileiou, N.Iriotis (2009), “Financial Management – Theory and Practice” Rosili Publications.



Ioannis Apostolopoulos (2004), «Special Issues of Financial Management» Stamoulis Publications.



Academic course Notes

## • PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

Classroom Courses and Tutorials

## • ASSESSMENT METHODS AND CRITERIA

The final grade is determined by an exam at the end of the course, and the grade of the assignment


## • LANGUAGE OF INSTRUCTION

Greek - English

## • WORK PLACEMENT(S)






Compulsory assignment during the course

## **MONEY AND FIXED INCOME SECURITIES MARKETS**

- COURSE UNIT CODE  
2535
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Kouretas, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The aim of this course is to present students with the operation of the modern global financial system as well as the issues that are related to the money and fixed income securities markets and the new financial and economic policies in international financial markets. The presentation of all issues is done with the combination of theory and applications in order for the students to gain a better understanding the complicated mechanisms of the money and bonds markets as well as the implementation of the monetary policy.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
For better understanding of the course material, good knowledge of macroeconomics and finance is suggested.
- COURSE CONTENTS  
Issues to be addressed:
  - The global financial system
  - The money market
  - The bonds market
  - The characteristics of bonds
  - Term structure of interest rates and the yield curve
  - Active and Passive management of bonds portfolios.
  - Risk hedging in the money market
- RECOMMENDED OR REQUIRED READING  
 Bodie, Z., Kane, A. and Marcus, A., Essentials of Investments, 2008, Seventh Edition, McGraw-Hill International Edition.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Teaching will include lectures and analysis of applications
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exam.
- LANGUAGE OF INSTRUCTION  
Greek

## 5<sup>th</sup> Semester – Specialization Electives in Accounting and Financial Management

### CAPITAL MARKET REGULATION AND CORPORATE GOVERNANCE

- COURSE UNIT CODE  
2525
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Ch.Tarnanidou, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course constitutes an introduction to the fundamental meanings of the capital markets operation. It aims at providing basic knowledge of an undergraduate level related to such markets characteristics not only from our domestic system's perspective but also with regard to the specific rules of the European Community. Its main objective is to help students to develop skills in tackling practical aspects of capital markets considering its impact to the modern financial and professional life.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
Basic knowledge of civil law, corporate law, securities law, as well as bankruptcy law
- COURSE CONTENTS  
The main parts of the course refer to the following: Markets in financial instruments operating as exchange markets or off-exchange markets (OTC), including their protection from market manipulation and insider dealing (Chapter I), investors protection on the basis of compensation schemes (Chapter II), issuers of securities listed in regulated markets (listed securities) including as a main aspect corporate governance of issuing companies (Chapter III), institutional investors, mainly units in collective investment undertakings (Chapter IV), book-entry securities, central securities depositories and clearing systems (Chapter V), competent supervisory authorities (Chapter VI), prevention of the use of the financial system for the purpose of money laundering and terrorist financing (Chapter VII) and other related issues (Chapter VIII).
- RECOMMENDED OR REQUIRED READING
  -  Niamh Moloney, EC Securities Regulation (2008)
  -  Chris Mallin, Corporate Governance (2010)
  -  I.Rokas-Ch.Tarnanidou-E.Matthaïou, H Kefalaïagora.Thesmiko Plaisio. Kritikes Paratiriseis (2010) (el)
  -  A.Karagounidis, Prostasia tou Ependiti sto Dikaio tw'n Ependitikwn Ipiresiwn (2007) (el)
  -  Ch.Tarnanidou, H Organomeni Agora. Koinotiko Dikaio & Ethniki Enarmonisi (2008) (el)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The learning program includes class teaching, optional preliminary exams, essays, as well as coordinated tours and visits to authorities and bodies of the capital markets and commerce (e.g. ATHEX, Hellenic Capital Market Commission, SEV, EVEA).

- ASSESSMENT METHODS AND CRITERIA

The students are required to participate in the final written exams. Participation in optional exams and essays are taking into account.

- LANGUAGE OF INSTRUCTION

Greek (English, Erasmus)

### BUSINESS POLICY AND STRATEGY

- COURSE UNIT CODE  
2610
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
V. Papadakis, Professor  
E. Salavou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course aspires to:
  - Help participants understand how to craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
  - Develop understanding on how to build and sustain competitive advantage
  - Realize what type of structure, systems, and people, a company needs to successfully implement a chosen strategy.
  - To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
N.A.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students have the option to participate individually or in groups in a number of practical assignments. Information on the nature of assignments can be found in:  
[www.aueb.gr/users/papadakis](http://www.aueb.gr/users/papadakis).
- COURSE CONTENTS  
The course material will be organized in the following parts:
  - How to analyze the external environment of the company: (Structural Analysis of Industries, Strategic Groups, Trends)
  - How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as to the creation of dynamic capabilities)
  - How to direct the company into the future (mission/vision/strategic intent)
  - How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how are we going to implement this expansion, are we going to acquire, merge, form an alliance with another business).
  - How to build and sustain competitive advantage
  - What type of structure, systems, and people, does a company need to successfully implement a chosen strategy

- How to make better strategic decisions and how to avoid the hidden traps that lead to erroneous decisions.

- RECOMMENDED OR REQUIRED READING

The main textbook is:



Papadakis V., Business Strategy: International and Greek Experience, Benos Publishing Co, Volume A', 2012, 6th Edition.

Additional Recommended international textbooks include:



Johnson G., R. Whittington and K. Scholes, 'Exploring Strategy: Text and Cases', Prentice Hall, 9th edition, 2011.



Carpender, M.A. and W.G. Sanders, 'Strategic Management', Pearson, Prentice-Hall, 2nd edition, 2010

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

This course evolves through conversation, based on specific case studies of Greek companies (e.g. Alpha Bank, Delta, Fage, 3E, Titan, Delta Dairy etc.), as well as global companies (Vodafone, Microsoft, Intel, Honda, Swatch, Marks & Spencer, Canon, Nokia, Samsung, Pepsico, Coca-Cola).





- ASSESSMENT METHODS AND CRITERIA

The course grade will be based on a final written exam. Addressing the questions requires critical thinking.

- LANGUAGE OF INSTRUCTION

Greek



## COST ACCOUNTING

- COURSE UNIT CODE  
2612
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Cohen Sandra, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on cost accounting, by introducing its basic principles and applications. At the end of the semester, the students will be familiar with the cost accounting principles, the way firms organize their cost accounting systems, the characteristics and the way of monitoring the product cost, the techniques of absorption costing, marginal cost and standard cost, and the concept of budgeting and cost pricing methods.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
No prerequisites. However, being familiar with basic concepts of financial accounting would be helpful.
- COURSE CONTENTS  
The course is organized as follows:
  - Introduction to cost accounting – Basic principles of cost accounting– Types of costs
  - Job order Costing –Overhead costs allocation – Variances – Journal Entries.
  - Process Costing –Weighted Average Method and FIFO
  - Allocation and Reallocation of overheads to cost centers
  - Joint-Products – By-Products/ Standard costing
  - Marginal cost – Break-even point – Cost-Volume-Profit analysis
  - Introduction to budgeting – Flexible and Static budgets/ Pricing methodologies based on cost
- RECOMMENDED OR REQUIRED READING
  -  Venieris, G., S. Cohen and M. Coletsi, "Cost Accounting: Principles and Applications", 2nd Ed., P.I. Publishing, Athens, 2005 (in Greek).
  -  Venieris, G., "Cost Accounting", P.I. Publishing, Athens, 2005 (in Greek)
  -  Hilton, R., M. Maher and F. Selto, "Cost management: Strategies for Business Decisions", Mc Graw Hill, 4th edition, 2008.
  -  Horngren, C. T., G. Foster and S. Datar, "Cost Accounting: A Managerial Emphasis", Prentice Hall International Editions, 11th edition, 2000.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
All the lecture material is uploaded to e-class (lectures and exercises). The class is accompanied by tutorial lessons.
- ASSESSMENT METHODS AND CRITERIA  
Exam at the end of the semester
- LANGUAGE OF INSTRUCTION  
Greek





## FINANCIAL ACCOUNTING

- COURSE UNIT CODE  
2618
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
E. Dedoulis, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
By attending this course, students will enhance their understanding of practice and theory in a number of advanced topics in financial accounting. They will, firstly, familiarize themselves with the implications of the complex nexus of legislative requirements (Civil Code, Commercial Law and Taxation) as regards to accounting for different types of business enterprises. Secondly, students will be introduced to advanced and fundamental issues of modern accounting practice such as the accounting for deferred taxation and the consolidation.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
“Introduction to Financial Accounting” and “Advanced Financial Accounting” are the two prerequisite courses. Note: In the Department, there is no system of formal prerequisites or co-requisites. Hence, courses reported as such only denote that students should have relevant knowledge in order to be able to follow the course.
- COURSE CONTENTS  
The course is divided into two parts. The first part focuses on the impact of the complex nexus of legislative requirements (Civil Code, Commercial and Taxation Laws) that regulate the operation of partnerships, limited liability partnerships and corporations in Greece, on local accounting practice. In this sense, the accounting treatment of the increase and redemption of share capital, appropriation of net income, distribution and capitalization of reserves, formation and closing of business enterprises and revaluation of fixed assets are analyzed. The second part deals with two sophisticated issues prescribed by the International Financial Reporting Standards: the accounting for deferred taxation and consolidating methods (Equity method, Full Consolidation and Proportionate Consolidation).
- RECOMMENDED OR REQUIRED READING  
 Hevas, D., (2010). Advanced Financial Accounting. Benos, Athens  
 Ballas A., and Hevas, D., (2008). Financial Accounting. Benos, Athens
- ASSESSMENT METHODS AND CRITERIA  
The course is assessed with written exams that combine theory and numerical questions. Understanding of basic terms, concepts and theories, and ability to apply the relevant body of knowledge is required.
- LANGUAGE OF INSTRUCTION  
Greek

## INVESTMENTS MANAGEMENT

- COURSE UNIT CODE  
2622
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
P. Diamantis, Professor  
A. Drakos, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT

The course of Investment Management provides a comprehensive educational platform directed towards Finance. Given the complexity of the subject, the educational material (of the course) is designed in such a way so the student gains a thorough knowledge of modern financial concepts and tools, regarding the functions of the modern capital markets. The course is divided into 2 additional modules: The Theoretical Dimension of Investment Management, as well as the Hands-On training, by implementing an assignment with real data from the Athens Stock Exchange (ASE).

Initially through a brief overview, we will ensure that the students have captured the basic mathematical concepts that form the backbone of the technical background in Investment Analysis, while we examine the operating structure of the capital markets by reference to the theory of Efficiency. In the same module the students will deal with basic principles of collective investment as presented in the Portfolio Theory Analysis.

The intuition behind Equity Valuation and Analysis, which is one of the key points in the pricing of assets, is presented, as well as portfolio management techniques composed of shares, while the theoretical section concludes with a reference to the Collective Investment Funds, mainly focusing on the Mutual Funds.

- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Financial Management I, Financial Management II
- COURSE CONTENTS

### I. BASIC PRINCIPLES OF INVESTMENT MANAGEMENT

- The concept of return / Methods of measurement of Investment Performance
- Risk-Return relation / Risk Measurement
- Investment Behavior and Risk / Types of risk.
- Efficient Market Hypothesis and Types of Efficiency
- Applications – Case Studies

### II. PORTFOLIO MANAGEMENT

- Basic Characteristics and the concept of risky assets portfolio
- Minimization of risk through Diversification.
- Markowitz Diversification – Dominance Theory
- Efficient Portfolios and the Efficient Frontier – Capital Market Line

### III. EQUILIBRIUM MODELS IN CAPITAL MARKETS

- Capital Market Theory and the Capital Asset Pricing Theory (CAPM) – Security Market Line
- Market Model

- Beta coefficient calculation
- Determining the Cost of Capital under the Portfolio Theory
- Applications – Case Studies

#### **IV. ASSETS VALUATION**

- Introduction regarding the characteristics and the classes of assets.
- Capital Market Index and brief reference to the Capital Market operations
- The intuition behind the Asset Pricing models
- Pricing Models based on the alternative Dividend Discount Models (zero growth, stable growth, multiple growth models)
- Pricing models based on Free Cash Flows
- Selection of appropriate Discount Rate for each pricing model (Company's cost of capital)

#### **V. STOCK SELECTION CRITERIA**

- Most important asset indices (E/S, P/E, PEG, P/BV, EV/EBITDA, P/S)
- Fundamental Analysis (based on Future cash flows pricing models)
- Fundamental Analysis (based on Indices' historic evolution)
- Technical Analysis
- Benchmark Models
- Overall approach for conducting 'stock picking'

#### **VI. STRATEGIES FOR INVESTMENT MANAGEMENT**

- Passive Strategies
- Active Strategies
- Portfolio Performance Indicators

#### **VII. COLLECTIVE INVESTMENTS / MUTUAL FUNDS**

- Intuition behind Collective Investments – Open-end vs. closed-end funds
- Operation and Terminology of Mutual Funds
- Performance Evaluation of Mutual funds
- Applications – Case Studies

#### **RECOMMENDED OR REQUIRED READING**



A.A. Drakos and G.A. Karathanassis, Financial Management of the Corporations, 2010, Benos Publications.



Spyros I. Spyrou, Capital and Money Markets, 2003, Benos Publications.



Academic Course Notes

#### **PLANNED LEARNING ACTIVITIES AND TEACHING METHODS**

Classroom Courses and Tutorials

#### **ASSESSMENT METHODS AND CRITERIA**

The final grade is determined by an exam at the end of the course, and the grade of the assignment

#### **LANGUAGE OF INSTRUCTION**






Greek - English

#### **WORK PLACEMENT(S)**

Compulsory assignment during the course

## 6<sup>th</sup> Semester – Specialization Electives in Accounting and Financial Management


### RISK MANAGEMENT

- COURSE UNIT CODE  
2620
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
K. Kassimatis, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The aim of the course is to provide students with the required knowledge to manage financial risk with the use of financial derivatives. After completing the course, students should know what types of financial derivatives exist, how they are priced and how they can be used to change the risk profile of an investment portfolio.
- MODE OF DELIVERY  
2 HOUR LECTURES
- PREREQUISITES AND CO-REQUISITES  
None
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Optional coursework
- COURSE CONTENTS  
The course covers the following topics:
  - I. Financial risk and its measurement
  - II. Stock repo
  - III. Forward contracts
  - IV. Futures contracts
  - V. Options
  - VI. Swaps
- RECOMMENDED OR REQUIRED READING
  -  Mylonas N. (2005), Markets and Types of Derivatives, Athens: Typothyto.
  -  Syrrackos E. (2000), Financial and Interest Rate Derivatives, Athens: Conceptum.
  -  Cuthbertson K. & Nitzsche D. (2001), Financial Engineering: Derivatives and Risk Management, Wiley John & Sons.
  -  Hull J.C. (2011) Options, Futures and Other Derivatives 8th edition, Pearson College Div.
  -  Electronic material: <http://eclass.aueb.gr/courses/ODE157/>
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The module is taught through a series of two-hour lectures
- ASSESSMENT METHODS AND CRITERIA  
Final two-hour written exam
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)

N/A

## INTERNET AND ENTERPRISE INFORMATION SYSTEMS

- COURSE UNIT CODE  
2816
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Dr. Dimitris K. Kardaras, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The Internet and Enterprise Information Systems course aims to equip students with all the necessary knowledge for understanding, designing and implementing web based information systems. This course, which aims at stimulating students' entrepreneurship, discusses the e-business issues from a technological and business perspective.  
In particular this course discusses and aims to familiarize students with issues pertaining to:
  - strategic business plan for e-business,
  - frameworks for identifying e-business applications,
  - web design and evaluation,
  - virtual communities and their business value,
  - e-CRM,
  - customization and recommender tools,
  - Internet systems architectures and development technologies issues such as HTML, PHP, XML, ASP.
  - Case studies are planned for discussion and exercises are scheduled in the labs.
- MODE OF DELIVERY  
LECTURES AND LABS
- PREREQUISITES AND CO-REQUISITES  
The course uses students' knowledge from previous information systems courses taught during previous semesters.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS
  - Introduction to e-Commerce and e-Business.
  - Benefits and problems for e-business development.
  - Current state of e-business development.
  - Strategic Planning for e-business, models and frameworks.
  - Developing a Business Plan for e-business.
  - Applications for B2C and B2B e-business.
  - Customer Relationship Management: technologies, development and management.
  - Internet technologies-Issues in e-service composition.
  - Customization and Recommender Tools.
  - Process Integration for e-business.
  - Web design.
  - Web programming: Client-side and Server-side programming.
  - PHP programming.
  - Markup languages: HTML web pages development.
  - Markup languages: XML/XSL web pages development.

- Examples in ASP, VBscripts, Javascripts.
- Discussion of case studies.
- Web-sites development group projects.
- RECOMMENDED OR REQUIRED READING
  -  Chaffy, D. (2008). eBusiness and eCommerce, (translated in Greek)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS
 

All students attend classes and lab session but attendance is not monitored. All teaching material is available on the e-class platform offered by the university. All students enrolled to the course have access to this material. During the semester student undertake coursework, with parts designed so that students may practice and become familiar with the course material covered in lectures.
- ASSESSMENT METHODS AND CRITERIA
 

The examination takes place at the end of the course. The examination consists of two compulsory parts namely:

  - a written examination, which accounts for the 70% of the total grade
  - group coursework that accounts for the 30% of the total grade




Students who fail the written examination do not benefit from the coursework marks. The marking scheme for the exam paper is shown to the students on the exam paper. The assessment criteria for the coursework, which is also presented to the students, include design quality, level and quality implementation, etc.
- LANGUAGE OF INSTRUCTION
 

Greek
- WORK PLACEMENT(S)
 

Work placements may be given, but they are not compulsory.



### FINANCIAL STATEMENT ANALYSIS

- COURSE UNIT CODE  
2810
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
K. Karamanis, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The objective of the course is to enable students to acquire the knowledge and develop the skills required in selecting, processing and analyzing business finance and other information and data. At the end of this course, students will be:
  - familiar with the financial statement, prepared in accordance with International Financial Statements, and be aware of the information included in them that analysts may use.
  - be able to evaluate the quality of financial information provided by companies through their financial statements.
  - be able to evaluate the financial position, the performance (profitability and cash flows) and related risks of a business enterprise.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Good understanding of financial accounting is an essential prerequisite in attending this course. The course also draws on the foundations laid by a series of other courses, including cost and management accounting, finance, management and economics.  
\*Note: In the Department, there is no system of formal prerequisites or co-requisites. Hence, courses reported as prerequisites or co-requisites only denote that students should have relevant knowledge in order to be able to follow the course.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students are encouraged to undertake a project which refers to the financial analysis of a company listed on the Athens Stock Exchange.
- COURSE CONTENTS  
The course focuses on the preparation and analysis of the Cash Flow Statement, and the analysis of liquidity, profitability and capital structure through the use of financial ratios.
- RECOMMENDED OR REQUIRED READING  
Required (one of the two):
  -  Ghikas, D, Papadaki, A. And Siougle, G. (2010), Corporate analysis and valuation. Mpenos, Athens (in Greek).
  -  Niarchos, N. (2004), Financial statement analysis. Seventh edition, Stamoulis, Athens.Recommended:
  -  Penman, S.H. (2009). Financial Statement Analysis and Security Valuation. New York: Irwin/McGraw-Hill.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course requires the active participation of students throughout the semester. There are two lectures every week and one workshop (each lasts for two hours). During classes a significant number of exercises, problems and case studies are discussed.

- ASSESSMENT METHODS AND CRITERIA

The course is assessed through written exams that combine theory and numerical questions.



- LANGUAGE OF INSTRUCTION

Greek

- WORK PLACEMENT(S)

Note required

## MANAGEMENT ACCOUNTING

- COURSE UNIT CODE  
2731
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Cohen Sandra, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on management accounting, by introducing its basic principles and applications. At the end of the semester, the students will be familiar with the issues of preparing, monitoring and controlling the master budget as well as with the analysis of variances, the methodology for short-term decision-making based on cost information as well as the analysis of Cost-Volume-Profit, the methods used for the assessment of departments and managers based on financial and non-financial data, the modern costing trends, and especially activity-based costing.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
No prerequisites. However, being familiar with basic concepts of financial accounting and cost accounting would be helpful.
- COURSE CONTENTS  
The course is organized as follows:
  - Basic principles of management accounting – Introduction to budgeting,
  - Scope and function of budgeting- Types of budgets.
  - Evaluation of forecasts– Master budget completion stages
  - Preparation of the Cash Budget
  - Static and flexible budgets
  - Capital budgeting – Investment appraisal techniques
  - Break-even point - Cost-Volume-Profit analysis
  - Short-term decision-making based on cost information
  - Introduction to Responsibility accounting– Controllable/non-controllable costs
  - Transfer pricing
  - Evaluation of segmental performance – Return on Investment and Residual Income
  - Activity Based Costing – Comparison with traditional cost costing methods
- RECOMMENDED OR REQUIRED READING
  -  Venieris, G. and S. Cohen, "Management Accounting", P.I. Publishing, Athens, 2007 (in Greek).
  -  Dimitras, A. and A. Ballas, «Management Accounting for programming and control», Gutenberg, Athens, 2009 (in Greek)
  -  Hilton, R., M. Maher and F. Selto, "Cost management: Strategies for Business Decisions", Mc Graw Hill, 4th edition, 2008.



Horngren, C. T., G. Foster and S. Datar, “Cost Accounting: A Managerial Emphasis”, Prentice Hall International Editions, 11th edition, 2000.



Zimmerman, J. “Accounting for decision Making and Control”, McGraw-Hill International Edition, 5th edition, 2006

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

All the lecture material is uploaded to e-class (lectures and exercises). The class is accompanied by tutorial lessons.

- ASSESSMENT METHODS AND CRITERIA





Exam at the end of the semester

- LANGUAGE OF INSTRUCTION

Greek






## 7<sup>th</sup> Semester – Specialization Electives in Accounting and Financial Management

### FINANCIAL ECONOMETRICS

- COURSE UNIT CODE  
2729
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Kouretas, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The aim of the course is the presentation and analysis of the important issues of financial data and the techniques and methods which are important for the econometric analysis of time-series financial data. The analysis of time-series, both theoretically and empirically, is an important part in the understanding of the operation of financial markets. Its aim is that students will be able to link the theoretical concepts of finance with real life data and therefore to receive a comprehensive knowledge of the operation of financial markets. The course also includes applications with the use of the Eviews software.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Knowledge of first course econometrics is needed
- COURSE CONTENTS
  - Financial Econometrics – an overview
  - Descriptive statistics of financial returns data
  - Regressions with applications
  - Forecasting
  - Volatility and correlation of financial returns.
  - Examples of estimation of models with the use of financial data with the econometric software Eviews.
- RECOMMENDED OR REQUIRED READING
  -  Ruey S. Tsay, Analysis of Financial Time Series, 2002, Wiley Series in Probability and Statistics.
  -  Terence C. Mills and Raphael N. Markellos, The Econometric Modeling of Financial Time Series, 2008, Cambridge University Press.
  -  Peijie Wang, Financial Econometrics, 2009, Routledge Advanced Texts in Economics and Finance.
  -  Dimitrios Asteriou and Stephen G. Hall, Applied Econometrics: A Modern Approach Using Eviews and Microfit, 2007, Revised Edition by Palgrave Macmillan.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Teaching includes lectures and tutorial lessons
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exam

- LANGUAGE OF INSTRUCTION  
Greek



### FINANCIAL MANAGEMENT III

- COURSE UNIT CODE  
2471
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
K. Kassimatis, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
At the end of the course students should be able to:
  - Understand the following issues on Mergers and Acquisitions (M&A): motives for M&A, measurement of the effectiveness of M&A, strategies for M&A and defense tactics, valuation of target companies, methods of payment for takeovers.
  - Understand the effect of psychology on investment decisions.
  - Describe the microstructure of the Greek capital market.
- MODE OF DELIVERY  
2 HOUR LECTURES
- PREREQUISITES AND CO-REQUISITES  
None
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Optional coursework
- COURSE CONTENTS  
The course covers the following topics:
  - Mergers and Acquisitions: motives, effectiveness, defense tactics, valuation of target companies, methods of payment for takeovers.
  - Behavioural finance: basic principles, financial market anomalies, heuristics, behavioral explanations of financial anomalies.
  - Microstructure of Greek capital market.
- RECOMMENDED OR REQUIRED READING
  -  Kyriazis D. (2007) Mergers and Acquisitions, Athens: Batsioulas.
  -  Spyrou S. (2009), Introduction to Behavioral Finance, Athens: Benou.
  -  A. Shleifer (2000), Inefficient Markets: An Introduction to Behavioral Finance, Oxford University Press.
  -  Xanthakis M. (2002) Structure and Microstructure of the Greek Capital Market, Athens: Papazisis.
  -  Electronic material: <http://eclass.aueb.gr/courses/ODE128/>
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The module is taught through a series of two-hour lectures
- ASSESSMENT METHODS AND CRITERIA  
Final two-hour written exam
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
N/A








## THE GREEK GENERAL ACCOUNTING PLAN

- COURSE UNIT CODE  
2701
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
S. Spilioti, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The main purpose of this module is to analyze the basic topics of the Greek General Accounting Plan and to put together its plan of accounts. More specifically, the topics analyzed are those related to balance-sheet and income-statement accounts. This course prepares students for carriers at accounting departments or as public accountants.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Introduction to Financial Accounting, Intermediate Accounting
- COURSE CONTENTS  
The outline of the module is the following:  
Introduction of the Greek general accounting plan, plan of accounts, accounting for provisions, valuation and depreciation methods, price-adjustments
- RECOMMENDED OR REQUIRED READING  
 D. Xevas, A. Papadaki, General Accounting Plan, Editions, G. Benou  
 G. Alyfantis, Editions Pamisos
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Power point presentations
- ASSESSMENT METHODS AND CRITERIA  
Exams at the end of semester
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
None

### AUDITING

- COURSE UNIT CODE  
2719
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
K. Karamanis, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
At the end of this course, students will: (1) have acquired a good understanding of the main steps, key issues and problems in performing an audit of the annual financial statements of a business enterprise, in accordance with the International Standards on Auditing (2) understand the importance, usefulness and limitations of currently prevailing audit methodologies (3) understand the content and the meaning of the audit report on corporate financial statements (4) understand the role of auditing in the operation of the globalize markets and the developments in the international regulation of the auditing profession and of the assurance services it provides.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
A good understanding of Accounting and a background in business administration (management, economics, law, etc.) is essential.  
\*Note: In the Department, there is no system of formal prerequisites or co-requisites. Hence, courses reported as prerequisites or co-requisites only denote that students should have relevant knowledge in order to be able to follow the course.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students are encouraged to undertake individual or group project on various topics of current interest to auditing.
- COURSE CONTENT  
The course covers a number of topics including: overview of the audit and the audit market; professional ethics and professional services; client acceptance and audit planning; internal controls; analytical procedures; substantive testing; audit sampling, and the audit report.
- RECOMMENDED OR REQUIRED READING
  -  Caramanis, C. (2008). Modern Auditing: Theory and practice in accordance with the International Standards on Auditing. Athens University of Economics and Business Publishing.
  -  Kazantzis, Ch.(2006). Auditing and internal auditing: A systematic approach to concepts, principles and rules. : Business Plus Publishing, Piraeus.
  -  Hayes, R., Dassen, R., Schilder, A. and Wallage, Ph. (2005), Principles of Auditing: An Introduction to International Auditing Standards, second edition, London: Prentice Hall and Financial Times.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Teaching is delivered through two weekly lectures.
- ASSESSMENT METHODS AND CRITERIA  
The course is assessed through written exams. Good understanding of terms, concepts and ability to use them in practice is required.
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
Note required

## 8<sup>th</sup> Semester – Specialization Electives in Accounting and Financial Management

### INTERNATIONAL FINANCE

- COURSE UNIT CODE  
2838
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Kouretas, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The aim of the course is to present and analyze to the students the modern issues of international finance, open economy macroeconomics and the new financial products and economic policies are applied in the foreign exchange markets. The presentation of all issues is conducted with the combination of theory and empirical studies to create a better understanding of the complex functional mechanisms of international financial markets and the implementation of economic policy in the open economy.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
For the better understanding of the course material, an introductory knowledge of macroeconomic analysis is needed.
- COURSE CONTENTS  
Issues to be addressed:
  - 1. INTRODUCTION TO THE INTERNATIONAL PAYMENTS MECHANISM**
  - 2. THE FOREIGN EXCHANGE MARKET**
  - 3. THEORIES OF EXCHANGE RATE DETERMINATION**
    - Prices and exchange rates: Purchasing Power Parity
    - Exchange rates, interests and uncovered interest parity
    - Interest rates and inflation: The Fisher equation
    - Exchange rates, interest rates and inflation
    - The monetary approach to the exchange rate determination
    - The Keynesian approach: The Dornbusch model
    - The Frankel model
    - The portfolio balance approach
    - The current account model
    - The News model
  - 4. EFFICIENCY IN THE FOREIGN EXCHANGE MARKET**
  - 5. PRODUCTIVITY AND TERMS OF TRADE**
  - 6. THEORIES OF BALANCE OF PAYMENTS**
    - The elasticities' approach and the trade balance
    - Elasticities and J-curve
    - The absorption approach
    - The monetary approach

## **7. FOREIGN EXCHANGE MARKET INTERVENTION**

- No sterilization policy
- Sterilization approach

## **8. CURRENCY CRISIS AND INTERNATIONAL MONETARY ARRANGEMENTS**

- Models of currency crises. Intervention policies. Speculation.
- Criteria of international monetary regimes choice.

## **9. ALTERNATIVE EXCHANGE RATE REGIMES**

- The gold standard 1880-1914
- The mid-war period 1918-1939
- Fixed exchange rates and the gold standard 1944-1973
- Flexible exchange rates 1973-
- the European Monetary System
- The Target-Zone model

### **• RECOMMENDED OR REQUIRED READING**



P. Wang, (2009), The Economics of Exchange Rates and Global Finance, Second Edition, Springer



M. Melvin, (2000), International Money and Finance, Sixth Edition, New York: Addison-Wesley.



I. Giddy, (1994), Global Financial Markets.



J. Orlin Grabbe, (2000), International Financial Markets, Third Edition, New York: Prentice Hall



B. Solnik and Dennis McLeavey, (2009), Global Investments, Sixth Edition, New York: Pearson

### **• PLANNED LEARNING ACTIVITIES AND TEACHING METHODS**

Teaching includes lectures and analysis of applications




### **• ASSESSMENT METHODS AND CRITERIA**

The course grade will be based on a final written exam.

### **• LANGUAGE OF INSTRUCTION**

Greek

## **BANKING INSTITUTIONS MANAGEMENT**

- COURSE UNIT CODE  
2826
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN ACCOUNTING AND FINANCIAL MANAGEMENT
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Kouretas, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The significance of the global banking system and its functions for the financing of governments, of firms and households and therefore to the economic growth is fundamental. The aim of the course is to present the issues related to financial intermediation, the risks which are associated, the tools and the rules for risk management. Furthermore, the course will provide the students with the required specialized knowledge and skills of financial and banking issues so that students can cope in an efficient way with the problems faced in the global financial and banking system and its rules of operation.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
For better understanding of the course material, introductory knowledge of macroeconomics and finance is needed.
- COURSE CONTENTS
  - Monetary system, Banks, Creation and supply of money
  - Targets and conduct of monetary policy
  - The Eurosystem – European Central Bank
  - The special characteristics of financial institutions
  - Risks of financial intermediation
  - Measurement and management of interest rates risks
  - Market risk and credit risk
  - Capital adequacy
- RECOMMENDED OR REQUIRED READING
  -  Anthony Saunders, Financial Institutions Management-A modern perspective, 2002, McGraw Hill Editions.
  -  Frederic S. Mishkin, The Economics of Money, Banking and Financial Markets, 7th Edition, 2006, Addison Wesley.
  -  Stewart I. Greenbaum and Anjan V. Thakor, Contemporary Financial Intermediation, 2nd Edition, 2007, Academic Press.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Teaching includes lectures and analysis of applications
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exam.
- LANGUAGE OF INSTRUCTION  
Greek

### FINANCIAL MANAGEMENT II

- COURSE UNIT CODE  
2511
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
P. Diamantis, Professor  
A. Drakos, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT

The course of Financial Management II consists of a focused approach to financial planning, capital selection and equity forms of financing, in modern businesses. Students should familiarize themselves with the importance of equity selection (Capital Structure) and Cost Structure (Leverage Analysis), since these two factors affect the company's profitability and the expected dividends for the shareholders (Dividends Policy). Then the student will learn the techniques and tools used by companies for the planning of their financial needs through the preparation of estimated future financial statements, while they analyze the major working capital management techniques.

Having obtained an overall idea of the basic Financial operations of the company, the students will deal with alternative financing tools, such as Leasing and Factoring, which are presented in relation to traditional forms of financing (through loan agreements).

- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Financial Management I, Basic Principles of Accounting
- COURSE CONTENTS

#### **SECTION 1: CAPITAL STRUCTURE AND DIVIDEND POLICY**

##### **1.A.: LEVERAGE ANALYSIS**

- Capital and Financial Structure
- Measuring Corporate and Financial Risk
- Break Even Point (Calculation, Intuition behind the index)
- Technical Analysis of Break Even Point and Sensitivity Analysis
- Financial Leverage – Operational Leverage
- Total - Combined Leverage

##### **1.B.: CAPITAL STRUCTURE THEORY**

- The issue of Capital Selection – Equity vs. Debt capital
- Optimum Capital Structure
- Representation cost and consequences on the Capital Structure
- Modigliani and Miller Theory
- Debt effect on Profit per share

##### **1.C.: DIVIDEND POLICY**

- Introduction – Defining the issue

- Relation between Dividend Policy and Value of the company
- Factors affecting the Dividend Policy.
- Dividend Policy models
- Stock Dividends – Buyback of shares

## **SECTION 2: FINANCIAL PROGRAMMING AND WORKING CAPITAL MANAGEMENT**

### **2.A.: WORKING CAPITAL MANAGEMENT**

- Current Assets and Working Capital
- Inventory Management
- Debt Instrument Management
- Cash and cash equivalent management
- Credit Management

## **SECTION 3: SPECIAL CASES OF SHORT-TERM AND MID-TERM FINANCING**

### **3.A.: FACTORING**

- Introduction to FACTORING
- Financing based on receivables
- Cost of Factoring as determined by Factoring Companies

### **3.B.: LEASING**

- FINANCIAL LEASING
- OPERATING LEASING
- Types of Financial Leasing
- Loans – Special cases
- Choosing among Financial Leasing and acquisition financed by a loan

### **3.C.: SPECIAL CASES OF BANK LOANS**

- Types of loans – Loan Amortizations Tables
- Special Cases (Grace Period, Loan refinancing)
- Examples – case studies

## **RECOMMENDED OR REQUIRED READING**



D. Vasileiou, N.Iriotis (2009), “Financial Management – Theory and Practice” Rosili Publications.



Ioannis Apostolopoulos (2004), «Special Issues of Financial Management» Stamoulis Publications.



Academic course Notes

## **PLANNED LEARNING ACTIVITIES AND TEACHING METHODS**

Classroom Courses and Tutorials

## **ASSESSMENT METHODS AND CRITERIA**

The final grade is determined by an exam at the end of the course, and the grade of the assignment

## **LANGUAGE OF INSTRUCTION**

Greek - English










## **WORK PLACEMENT(S)**

Compulsory assignment during the course



## 5<sup>th</sup> Semester – Specialization Electives in Marketing

### ADVERTISING AND PROMOTION TECHNIQUES

- COURSE UNIT CODE  
2537
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
I. Rigopoulou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course is going to cover theoretical as well as practical issues related to Marketing Communication decision making. Apart from the basic knowledge on Communication in general and Advertising in particular, emphasis will be given to topics that relate “Advertising” to Media Strategy, Creative Strategy and Budgeting.  
However, advertising-related issues are going to be examined in the broader context of Promotional Mix, taking under consideration all Promotional Principles on how to plan and implement Integrated Communication Strategies.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Basic Knowledge on Marketing and Consumer Behavior
- COURSE CONTENTS
  - Intro to Communication
  - Integrated Marketing Communication and Advertising
  - The Strategic Role of Advertising
  - The tactical Role of Advertising
  - Copy strategy
  - Media Strategy
  - Budget Allocation and Accountability in Advertising
  - Advertising Effectiveness and Efficiency
- RECOMMENDED OR REQUIRED READING
  -  Advertising (5<sup>th</sup> ed ) Zotos, G., University Studio Press ed., 2008
  -  Introduction to Advertising and Promotion, Belch & Belch, latest ed.
  -  Promotion and Integrated MKT Communication, R. J. Semerik, South-Western ed., 2002
  - Relevant manuscripts from
    -  Journal of Marketing
    -  Journal of Advertising
    -  Journal of Advertising Research
    -  Journal of Consumer Research
    -  International Journal of Advertising
    -  Journal of marketing Communications
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

Case Studies, Presentations from Experts – Practitioners

- ASSESSMENT METHODS AND CRITERIA






Written exams, Participation in team-project

Utilization of Terms and theoretical Knowledge, Critical thinking

- LANGUAGE OF INSTRUCTION

Greek

## CAPITAL MARKET REGULATION AND CORPORATE GOVERNANCE

- COURSE UNIT CODE  
2525
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
5<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Ch.Tarnanidou, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course constitutes an introduction to the fundamental meanings of the capital markets operation. It aims at providing basic knowledge of an undergraduate level related to such markets characteristics not only from our domestic system's perspective but also with regard to the specific rules of the European Community. Its main objective is to help students to develop skills in tackling practical aspects of capital markets considering its impact to the modern financial and professional life.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
Basic knowledge of civil law, corporate law, securities law, as well as bankruptcy law
- COURSE CONTENTS  
The main parts of the course refer to the following: Markets in financial instruments operating as exchange markets or off-exchange markets (OTC), including their protection from market manipulation and insider dealing (Chapter I), investors protection on the basis of compensation schemes (Chapter II), issuers of securities listed in regulated markets (listed securities) including as a main aspect corporate governance of issuing companies (Chapter III), institutional investors, mainly units in collective investment undertakings (Chapter IV), book-entry securities, central securities depositories and clearing systems (Chapter V), competent supervisory authorities (Chapter VI), prevention of the use of the financial system for the purpose of money laundering and terrorist financing (Chapter VII) and other related issues (Chapter VIII).
- RECOMMENDED OR REQUIRED READING
  -  Niamh Moloney, EC Securities Regulation (2008)
  -  Chris Mallin, Corporate Governance (2010)
  -  I.Rokas-Ch.Tarnanidou-E.Matthaiou, H Kefalaia agora. Thesmiko Plaisio. Kritikes Paratiriseis (2010) (el)
  -  A.Karagounidis, Prostasia tou Ependiti sto Dikaio tw'n Ependitikwn Ipiresiwn (2007) (el)
  -  Ch.Tarnanidou, H Organomeni Agora. Koinotiko Dikaio & Ethniki Enarmonisi (2008) (el)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The learning program includes class teaching, optional preliminary exams, essays, as well as coordinated tours and visits to authorities and bodies of the capital markets and commerce (e.g. ATHEX, Hellenic Capital Market Commission, SEV, EVEA).
- ASSESSMENT METHODS AND CRITERIA

The students are required to participate in the final written exams. Participation in optional exams and essays are taking into account.

- LANGUAGE OF INSTRUCTION  
Greek (English, Erasmus).

### BUSINESS POLICY AND STRATEGY

- COURSE UNIT CODE  
2610
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
V. Papadakis, Professor  
E. Salavou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course aspires to:
  - Help participants understand how to craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
  - Develop understanding on how to build and sustain competitive advantage
  - Realize what type of structure, systems, and people, a company needs to successfully implement a chosen strategy.
  - To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
N.A.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students have the option to participate individually or in groups in a number of practical assignments. Information on the nature of assignments can be found in:  
[www.aueb.gr/users/papadakis](http://www.aueb.gr/users/papadakis).
- COURSE CONTENTS  
The course material will be organized in the following parts:
  - How to analyze the external environment of the company: (Structural Analysis of Industries, Strategic Groups, Trends)
  - How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as to the creation of dynamic capabilities)
  - How to direct the company into the future (mission/vision/strategic intent)
  - How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how are we going to implement this expansion, are we going to acquire, merge, form an alliance with another business).
  - How to build and sustain competitive advantage
  - What type of structure, systems, and people, does a company need to successfully implement a chosen strategy

- How to make better strategic decisions and how to avoid the hidden traps that lead to erroneous decisions.

- RECOMMENDED OR REQUIRED READING

The main textbook is:



Papadakis V., Business Strategy: International and Greek Experience, Benos Publishing Co, Volume A', 2012, 6th Edition.

Additional Recommended international textbooks include:



Johnson G., R. Whittington and K. Scholes, 'Exploring Strategy: Text and Cases', Prentice Hall, 9th edition, 2011.



Carpender, M.A. and W.G. Sanders, 'Strategic Management', Pearson, Prentice-Hall, 2nd edition, 2010

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

This course evolves through conversation, based on specific case studies of Greek companies (e.g. Alpha Bank, Delta, Fage, 3E, Titan, Delta Dairy etc.), as well as global companies (Vodafone, Microsoft, Intel, Honda, Swatch, Marks & Spencer, Canon, Nokia, Samsung, Pepsico, Coca-Cola).





- ASSESSMENT METHODS AND CRITERIA

The course grade will be based on a final written exam. Addressing the questions requires critical thinking.

- LANGUAGE OF INSTRUCTION

Greek





## COST ACCOUNTING

- COURSE UNIT CODE  
2612
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Cohen Sandra, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on cost accounting, by introducing its basic principles and applications. At the end of the semester, the students will be familiar with the cost accounting principles, the way firms organize their cost accounting systems, the characteristics and the way of monitoring the product cost, the techniques of absorption costing, marginal cost and standard cost, and the concept of budgeting and cost pricing methods.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
No prerequisites. However, being familiar with basic concepts of financial accounting would be helpful.
- COURSE CONTENTS  
The course is organized as follows:
  - Introduction to cost accounting – Basic principles of cost accounting– Types of costs
  - Job order Costing –Overhead costs allocation – Variances – Journal Entries.
  - Process Costing –Weighted Average Method and FIFO
  - Allocation and Reallocation of overheads to cost centers
  - Joint-Products – By-Products/ Standard costing
  - Marginal cost – Break-even point – Cost-Volume-Profit analysis
  - Introduction to budgeting – Flexible and Static budgets/ Pricing methodologies based on cost
- RECOMMENDED OR REQUIRED READING
  -  Venieris, G., S. Cohen and M. Coletsi, "Cost Accounting: Principles and Applications", 2nd Ed., P.I. Publishing, Athens, 2005 (in Greek).
  -  Venieris, G., "Cost Accounting", P.I. Publishing, Athens, 2005 (in Greek)
  -  Hilton, R., M. Maher and F. Selto, "Cost management: Strategies for Business Decisions", Mc Graw Hill, 4th edition, 2008.
  -  Horngren, C. T., G. Foster and S. Datar, "Cost Accounting: A Managerial Emphasis", Prentice Hall International Editions, 11th edition, 2000.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
All the lecture material is uploaded to e-class (lectures and exercises). The class is accompanied by tutorial lessons.
- ASSESSMENT METHODS AND CRITERIA  
Exam at the end of the semester
- LANGUAGE OF INSTRUCTION  
Greek






## MARKETING RESEARCH



- COURSE UNIT CODE  
2630
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Siomkos, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The goals of the course are mainly to enable students to effectively evaluate marketing research proposals, to interpret and critically review Marketing Research reports, and to evaluate their usefulness to management and managerial decision-making.
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS  
The course provides an overview of Marketing Research and focuses on understanding the process, the outputs and the applications of marketing research. More specifically, topics covered include: primary versus secondary data; primary data collection methods; qualitative research (i.e., in-depth interviews, focus groups, projective techniques, observation techniques); questionnaire design; sampling methods; market research applications; data coding, editing and analysis; research reporting.
- RECOMMENDED OR REQUIRED READING
  -  Siomkos, G.J. and D.A. Mavros, Market Research, Athens: Ath. Stamoulis Publications, 2008.
  -  Siomkos, G.J. and Aik. Vassilikopoulou, Analysis Methods Application in Market Research, Athens: Ath. Stamoulis Publications, 2005.
  -  Churchill, G.A. and D. Iacobucci, Marketing Research: Methodological Foundations, Thomson / South-Western.
  -  Wilson, A., Marketing Research: An Integrated Approach, Prentice-Hall.
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exam.
- LANGUAGE OF INSTRUCTION  
Greek

## BRAND MANAGEMENT

- COURSE UNIT CODE  
2632
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
I. Rigopoulou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
Having in mind that Brands are among the most valuable assets of modern companies, the particular course provides students with insights into how effective brand strategies can be developed. The course content covers topics related to Product as well as to Brand management, since the course is designed to enhance student's marketing skills and understanding on specific topics, all related to development and management of Brands. Moreover, aim of the particular course is to provide a forum for students to apply branding strategies in a variety of domains [profit and non-profit branding retailing branding, destination branding, personal branding].
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Introduction to Marketing, Consumer Behavior
- COURSE CONTENTS
  - The Product and the Brand
  - The Brand elements
  - Brand Equity
  - Product / Brand Portfolio
  - Brand Leverage
  - Product/ Service Branding
  - Retail Branding
  - Corporate Branding
  - Employer Branding
  - Nation Branding
  - Brand Valuation
  - Brand management
- RECOMMENDED OR REQUIRED READING  
 Strategic Brand Management, Kapferer, J., 2012, [translated in gr]
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Case studies, Presentations from Practitioners – Experts on the field
- ASSESSMENT METHODS AND CRITERIA  
Written exams, Group essay  
Utilization of terminology and rel. Theory, Critical Thinking
- LANGUAGE OF INSTRUCTION  
Greek

## 6<sup>th</sup> Semester – Specialization Electives in Marketing

### SALES AND BRAND MANAGEMENT

- COURSE UNIT CODE  
2640
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
6<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Zarkada, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
Development of personal sales skills, and a customer-focused attitude to service in order to meet the needs of customers and to create long term mutually beneficial relationships
- MODE OF DELIVERY  
LECTURES SUPPORTED BY ASYNCHRONOUS E-LEARNING
- PREREQUISITES AND CO-REQUISITES  
NO
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS  
Sales Techniques
- RECOMMENDED OR REQUIRED READING
  -  Panygyrakis, Georgios, Zeris Antonios, The Art of Selling Athens: Stamoulis
  -  Weitz, Selling: Building Partnerships McGraw Hill
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Methods  
The teaching philosophy is that of student centered adult learning. The teaching methods are designed to ensure the students' active involvement in their educational experience and to encourage them to assume responsibility for their personal and group learning outcomes.  
Activities
  - Experiential role-playing games
  - Simulations
  - Case Studies
  - Short presentations and demonstrations of techniques from successful salespeople.
- ASSESSMENT METHODS AND CRITERIA  
Assessment is based on AACSB standards and is designed to ensure learning objectives are met whilst students
  - Operate with integrity in their dealings with faculty and other students.
  - Engage the learning materials with appropriate attention and dedication.
  - Maintain their engagement when challenged by difficult learning activities.
  - Contribute to the learning of others.
  - Perform to standards set by the faculty.Methods include

- Quizzes
- Take home exercises
- Reflective journal

Criteria are related to Learning Goals as follows:




|   |  |
|---|--|
| Learning Goal 1: Critical Thinking →                | Demonstrate the ability to think creatively and strategically about real world business problems |
| Learning Goal 2: Identification of Ethical Issues → | Demonstrate an appreciation of ethical and societal responsibilities                             |
| Learning Goal 3: Structured Reasoning Skills→       | Demonstrate analytical, critical and logical reasoning skills                                    |
| Learning Goal 4: Communications Skills→             | Demonstrate strong written and oral communication skills   |
| Learning Goal 5: Business Skills→                   | Demonstrate business assessment skills   |

- LANGUAGE OF INSTRUCTION  
English & Greek

- WORK PLACEMENT(S)

Although not a formally organized function of the course, opportunities for work experience or short term traineeships occasionally arise through the industry group projects and students are offered assistance in applying for and negotiating placements.

### FINANCIAL STATEMENT ANALYSIS

- COURSE UNIT CODE  
2810
- TYPE OF COURSE UNIT  
COMPULSORY
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
K. Karamanis, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The objective of the course is to enable students to acquire the knowledge and develop the skills required in selecting, processing and analyzing business finance and other information and data. At the end of this course, students will be:
  - familiar with the financial statement, prepared in accordance with International Financial Statements, and be aware of the information included in them that analysts may use.
  - be able to evaluate the quality of financial information provided by companies through their financial statements.
  - be able to evaluate the financial position, the performance (profitability and cash flows) and related risks of a business enterprise.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Good understanding of financial accounting is an essential prerequisite in attending this course. The course also draws on the foundations laid by a series of other courses, including cost and management accounting, finance, management and economics.  
\*Note: In the Department, there is no system of formal prerequisites or co-requisites. Hence, courses reported as prerequisites or co-requisites only denote that students should have relevant knowledge in order to be able to follow the course.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Students are encouraged to undertake a project which refers to the financial analysis of a company listed on the Athens Stock Exchange.
- COURSE CONTENTS  
The course focuses on the preparation and analysis of the Cash Flow Statement, and the analysis of liquidity, profitability and capital structure through the use of financial ratios.
- RECOMMENDED OR REQUIRED READING  
Required (one of the two):
  -  Ghikas, D, Papadaki, A. And Siougle, G. (2010), Corporate analysis and valuation. Mpenos, Athens (in Greek).
  -  Niarchos, N. (2004), Financial statement analysis. Seventh edition, Stamoulis, Athens.Recommended:
  -  Penman, S.H. (2009). Financial Statement Analysis and Security Valuation. New York: Irwin/McGraw-Hill.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course requires the active participation of students throughout the semester. There are two lectures every week and one workshop (each lasts for two hours). During classes a significant number of exercises, problems and case studies are discussed.

- ASSESSMENT METHODS AND CRITERIA

The course is assessed through written exams that combine theory and numerical questions.








- LANGUAGE OF INSTRUCTION

Greek

- WORK PLACEMENT(S)

Note required

## STRATEGIC MARKETING PLANNING

- COURSE UNIT CODE  
2735
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Siomkos, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The major aim of this course is to help the student acquire the experience of the creative and systematic use of marketing principles, theories, methods and tools in developing and evaluating strategic marketing plans.
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS  
The strategic marketing planning process, the marketing plan, industry attractiveness analysis, competitor analysis, customer analysis, product portfolio analysis, marketing warfare, special marketing strategies for market share development, growth strategies, and marketing strategies for mature and declining markets.
- RECOMMENDED OR REQUIRED READING
  -  Siomkos, G.J., Strategic Marketing, 2nd edition, Athens: Ath. Stamoulis Publications, 2004. [in Greek]
  -  Siomkos, G.J. & J. Czepiel, Competitive Marketing Strategy, Athens: Ath. Stamoulis Publications, 2008. [in Greek]
  -  D.R. Lehmann and R.S. Winer, Analysis for Marketing Planning, Mc-Graw-Hill/ Irwin.
  -  Rao & Steckel, Analysis for Strategic Marketing, Addison-Wesley.
  -  S.C.Jain, Marketing Planning & Strategy, Southwestern.
  -  D.A. Aaker, Strategic Market Management, John Wiley & Sons
  -  Walker, Mullins, Boyd & Larreche, Marketing Strategy, McGraw – Hill/ Irwin.
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exam.
- LANGUAGE OF INSTRUCTION  
Greek

## 7<sup>th</sup> Semester – Specialization Electives in Marketing

### SERVICES MARKETING

- COURSE UNIT CODE  
2739
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Zarkada, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT
  - In-depth appreciation and understanding of the unique challenges inherent in managing and delivering quality services. Participants will be introduced to and have the opportunity to work with tools and strategies that address these challenges.
  - Familiarity with and understanding of the 'state of the art' service management thinking with an emphasis on S-D Logic and stakeholder perspective of firm management.
  - Ability to identify and apply the most appropriate framework for developing and implementing service strategies for competitive advantage across a wide array of industries.
  - Develop a customer service-oriented mindset.
  - Ability to identify the moral dimensions of service design and delivery and argue for an ethical approach.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Although there are no formal prerequisites for this course, it is necessary for students to have a firm grasp of Marketing Principles and Consumer Behavior and it is strongly recommended to have an understanding of Business or Marketing Research Methods.  
This course works well when taken alongside Business Strategy, Marketing Strategy, Strategic Marketing Planning or Marketing Management Courses.
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS
  - PART ONE: FOUNDATIONS FOR SERVICES MARKETING**
    - Introduction to Services
    - Consumer Behavior in Services
    - Consumer Expectations of Service
    - Customer Perceptions of Service
    - The Gaps Model of Service Quality
  - PART TWO: UNDERSTANDING CUSTOMER REQUIREMENTS**
    - Listening to Customers Through Research
    - Building Customer Relationships
  - PART THREE: ALIGNING SERVICE DESIGN AND STANDARDS**
    - Service Development and Design
    - Physical Evidence and the Servicescape
  - PART FOUR: DELIVERING AND PERFORMING SERVICE**




- Employees' and Customers' Roles in Service Delivery
- Delivering Service through Technology and Intermediaries
- Service Recovery

#### **PART FIVE: MANAGING SERVICE PROMISES**















- Integrated Service Marketing Communications
- Pricing of Services
- Ethics in Service design and delivery - moral reasoning

#### • RECOMMENDED OR REQUIRED READING

##### Required Reading

-  “Services Marketing: Integrating Customer Focus across the Firm”, Alan Wilson, Valarie Zeithaml, Mary Jo Bitner, Dwayne Gremler (McGraw-Hill)

##### Recommended Reading

-  Avlonitis, G. J., & Indounas, K. A. (2006). Pricing practices of service organizations. *Journal of Services Marketing*, 20(5), 346-356. doi: 10.1108/08876040610679954
-  Avlonitis, G. J., & Indounas, K. A. (2007). Service pricing: An empirical investigation. *Journal of Retailing & Consumer Services*, 14(1), 83-94.
-  Fandos Roig, J. C., García, J. S., & Moliner Tena, M. Á. (2009). Perceived value and customer loyalty in financial services. *The Service Industries Journal*, 29(6), 775 - 789. doi: 10.1080/02642060902749286
-  Fraser, C., & Zarkada-Fraser, A. (2000). Measuring the performance of retail managers in Australia and Singapore. [Research paper]. *International Journal of Retail and Distribution Management*, 28(6 & 7), 228-242.
-  Lovelock, C., & Gummesson, E. (2004). Whither Services Marketing? *Journal of Service Research*, 7(1), 20-41. doi: 10.1177/1094670504266131
-  Master, H., & Prideaux, B. (2000). Culture and vacation satisfaction: a study of Taiwanese tourists in South East Queensland. *Tourism Management*, 21(5 October), 445-449.
-  Miranda, F. J., Chamorro, A., Murillo, L. R., & Vega, J. (2010). Assessing primary healthcare services quality in Spain: managers vs. patients perceptions. *The Service Industries Journal*, 30(13), 2137-2149. doi: 10.1080/02642060903215055
-  Rosenbaum, M. S. (2008). Return on Community for Consumers and Service Establishments. *Journal of Service Research*, 11(2), 179-196. doi: 10.1177/1094670508324298
-  Turnbull, P. W., & Gibbs, M. L. (1990). Marketing bank services to corporate customers: the importance of relationships. In D. Ford (Ed.), *Understanding Business Markets: Interaction, Relationships, Networks* (pp. 359-364). London: Academic Press.
-  Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: continuing the evolution. *Journal of the Academy of Marketing Science*, 36(1), 1-10. doi: 10.1007/s11747-007-0069-6
-  Vargo, S. L., & Morgan, F. W. (2005). Services in Society and Academic Thought: An Historical Analysis. *Journal of Macromarketing*, 25(1), 42-53. doi: 10.1177/0276146705275294
-  Varki, S., & Wong, S. (2003). Consumer Involvement in Relationship Marketing of Services. *Journal of Service Research*, 6(1), 83-91. doi: 10.1177/1094670503254287
-  Zarkada-Fraser, A. (2000). A classification of factors influencing participation in collusive tendering agreements. *Journal of Business Ethics*, 23(2), 269-282.
-  Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1985). Problems and Strategies in Services Marketing. *The Journal of Marketing*, 49( 2), 33-46. doi: <http://www.jstor.org/stable/1251563>

Specialized bibliographies to be used for assignments and industry-specific Reading Lists provided on e-class

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The teaching philosophy is that of student centered adult learning. The teaching methods are designed to ensure the students' active involvement in their educational experience and to encourage them to assume responsibility for their personal and group learning outcomes. Mixed methods are used with an emphasis on experiential learning and the broadest possible exposure of the students to academic journal articles.

Learning activities include but are not limited to:

- Short topic presentations and discussions in class
- Presentations of specialist topics (e.g. dealing with complaints and exceptions, service innovation, arts and culture marketing) by industry experts
- Class discussions of case studies
- Weekly take-home quizzes and exercises
- Group industry projects
- Simulations
- Role-play
- Research papers presentations and discussion in a mini-conference setting

The balance of theory/practice and industry focus varies depending on student body interests, preferences and learning styles.

- ASSESSMENT METHODS AND CRITERIA

Assessment is based on AACSB standards and is designed to ensure learning objectives are met whilst students

- Operate with integrity in their dealings with faculty and other students.
- Engage the learning materials with appropriate attention and dedication.
- Maintain their engagement when challenged by difficult learning activities.
- Contribute to the learning of others.
- Perform to standards set by the faculty.

Methods include

- Quizzes
- Essay-based or case analysis examinations
- Take home exercises
- Mid-term exam
- Group industry projects oral presentations and reports

Criteria are related to Learning Goals as follows:

Learning Goal 1: Critical Thinking →

Demonstrate the ability to think creatively and strategically about real world business problems

Learning Goal 2: Identification of Ethical Issues →

Demonstrate an appreciation of ethical and societal responsibilities

Learning Goal 3: Structured Reasoning Skills→

Demonstrate analytical, critical and logical reasoning skills

Learning Goal 4: Communications Skills→

Demonstrate strong written and oral communication skills

Learning Goal 5: Business Skills→

Demonstrate business assessment skills



- LANGUAGE OF INSTRUCTION

English and Greek










- WORK PLACEMENT(S)

Although not a formally organized function of the course, opportunities for work experience or short term traineeships occasionally arise through the industry group projects and students are offered assistance in applying for and negotiating placements.

## THE GREEK GENERAL ACCOUNTING PLAN

- COURSE UNIT CODE  
2701
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
7<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
S. Spilioti, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The main purpose of this module is to analyze the basic topics of the Greek General Accounting Plan and to put together its plan of accounts. More specifically, the topics analyzed are those related to balance-sheet and income-statement accounts. This course prepares students for carriers at accounting departments or as public accountants.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Introduction to Financial Accounting, Intermediate Accounting
- COURSE CONTENTS  
The outline of the module is the following:  
Introduction of the Greek general accounting plan, plan of accounts, accounting for provisions, valuation and depreciation methods, price-adjustments
- RECOMMENDED OR REQUIRED READING  
 D. Xevas, A. Papadaki, General Accounting Plan, Editions, G. Benou  
 G. Alyfantis, Editions Pamisos
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Power point presentations
- ASSESSMENT METHODS AND CRITERIA  
Exams at the end of semester
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
None

### STRATEGIC E-MARKETING

- COURSE UNIT CODE  
2836
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
I. Rigopoulou, Assistant Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
This course is an introduction in using the Internet to market goods and services, as being suggested by the related principles and practices. It examines the various business models employed in online marketing and explores techniques and methodologies for conducting online market research. But the main purpose of the particular course is to provide the students with all the necessary knowledge related to strategic planning and implementing, a comprehensive e-marketing strategy using the variables of the Marketing Mix. In addition, it also considers other critical issues, such as the challenges faced by firms in the application of e-marketing strategies in global markets.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Strategic Marketing
- COURSE CONTENTS
  - Introduction to e-Marketing
  - e-Business Models
  - Consumer Behavior and the Internet
  - Research utilization through the internet
  - 7Ps and the internet
- RECOMMENDED OR REQUIRED READING
  -  Strategic e-Marketing, G. Siomkos – Y. Tsiamis, Stamoulis ed.
  -  Electronic Commerce, A managerial Perspective, 2004, Efraim Turban, Pearson Prentice Hall ed.
  -  Principles of Internet Marketing, Hanson W., South-Western College publishing, Thomson Learning, 2000
  -  Managing in the Next Society, Drucker P. St. Martin's Press, NY, 2002
  -  Strategic Internet Marketing, Dann, S. and S. Dann, J. Wiley & Sons inc. 2001
  -  Strategic Internet Marketing (Journal)
  -  Journal of Interactive Marketing
  -  Digital's World Wide web Server
  -  Sites stakeholders like: [www.microsoft.com](http://www.microsoft.com) , [www.att.com](http://www.att.com) , [www.ibm.com](http://www.ibm.com)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Case Studies, Presentations from Experts

- ASSESSMENT METHODS AND CRITERIA



Written exams

Critical thinking, Capture of terms and relative knowledge

- LANGUAGE OF INSTRUCTION

Greek

## INTERNATIONAL MARKETING

- COURSE UNIT CODE  
2642
- TYPE OF COURSE UNIT  
COMPULSORY FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Panigyrakis, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The world is our market. In this course we will examine the impact of economic, cultural, political, legal and other environmental influences on international marketing. Within this context, how to identify and analyze worldwide marketing opportunities, and examine product, pricing, distribution and promotion strategies is discussed. Emphasis will be placed on the decision making process and on the foreign market analysis. Upon successful completion of this course, students will be able to:
  - Understand how the variety and diversity of the economic, cultural, political, legal and social environments influence the application of marketing strategies
  - To analyze effectively foreign markets
  - Understand more profoundly the opportunities arise and the export potential for a company
  - To understand global competition and design their strategy accordingly
  - Understand the various methods of entry and the various limitations
  - To be able to adopt the marketing mix to the demands of the global market
  - To identify sources of information concerning the markets they are interested in doing business
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS
  - An overview: The challenges of Globalization
  - Strategies and Practices in International Marketing
  - Culture and International Marketing; Foundations of Cultural Understanding
  - The Political and Legal Environment
  - Opportunities in International Markets
  - Entry Strategies
  - Product Development-International Branding
  - International Services
  - International Distribution Channels
  - International Pricing
  - International Integrated Communication for Brand Products
  - Ethics and Social Responsibility in Multinational Organizations
  - The Profile of the International Manager
- RECOMMENDED OR REQUIRED READING  
Required reading  
 "International Marketing", G. Panigyrakis, Stamoulis editions, 2012, Athens  
Recommended reading  
 "Japanese Marketing Management", G. Panigyrakis, P. Mourdoukoutas, Stamoulis editions, 1999, Athens, Greece



International Marketing”, Author: Cateora Philip R., Graham John L.,



Edited by George G. Panigyrakis, Publisher: Papazisis , 2003, Thessaloniki, Greece

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

In this course provides a combination of lectures, class discussion, case studies, visual presentations, films. There will also be set assignments followed by presentations from the students.

- ASSESSMENT METHODS AND CRITERIA

Exam

Group Projects



Class Participation

- LANGUAGE OF INSTRUCTION

Greek

## 8<sup>th</sup> Semester – Specialization Electives in Marketing

### PUBLIC RELATIONS

- COURSE UNIT CODE  
2832
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Panigyrakis, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course promotes the understanding of Public Relations' (PR) basic principles. The lessons' structure provides students the ability to become familiar with the field of action and explore the nature of PR objectives, practice and outputs across a variety of organizational types either commercial, non-profit or public sector. Students will be able to create awareness for the range of skills required to support PR management and decision-making through research of various marketing techniques that focus on specific market segments, and also be able to explain the defining public relations practice from both an ethical and regulatory standpoint.
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS
  - Principles of Public Relations (PR)
  - The Development of PR
  - The Characteristics of Public Relations' Executive
  - PR Program
  - Media
  - PR and the Press
  - Interactive Multimedia, Internet and other Technologies
  - PR Research
  - Sponsorship
  - Crisis Response
  - Code of Conduct
  - International Companies of PR
  - Review
- RECOMMENDED OR REQUIRED READING
  -  "Contemporary Public Relations Management", G. Panigyrakis, Z. Ventoura-Neokosmidi. Mpenou editions, 2001 – Athens
  -  "Public Relations: Principles and Practice" P.Kitchen, International Thomson Business Press
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Teaching method will be a combination of interactive lecture discussions, presentations and case studies.
- ASSESSMENT METHODS AND CRITERIA  
Written Exams







Group Projects




Class Participation

- LANGUAGE OF INSTRUCTION  
Greek




## HIGH – TECH MARKETING

- COURSE UNIT CODE  
2834
- TYPE OF COURSE UNIT  
OPTIONAL FOR SPECIALIZATION IN MARKETING
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
8<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Siomkos, Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The aim of the course is to provide a framework for the marketing strategies and marketing decision-making within the high-tech business environment.
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS  
High-tech environment and Marketing. Characteristics of the high-tech environment; the competitive compass. High-tech consumer behavior. High-tech product research. Managing high-tech products (product design; new product development; brand development). The high-tech product marketing mix. Strategic marketing planning and competitive strategies for high-tech products with emphasis placed on growth strategies.
- RECOMMENDED OR REQUIRED READING
  -  Siomkos, G.J. and I. Tsiamis, Strategic Marketing of High-Tech Products, 2nd edition, Athens: Ath. Stamoulis Publications, 2011. [in Greek]
  -  Mohr, J., S. Sengupta, and S. Slater, Marketing of High-technology Products and Innovations, Pearson Prentice-Hall.
  -  McGrath, M., Product Strategy for High-technology Companies, McGraw -Hill.
  -  Butje, M., Product Marketing for Technology Companies, Elsevier Buttersworth Heinemann.
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exam.




### INTERNATIONAL ECONOMIC RELATIONS

- COURSE UNIT CODE  
2301
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
G. Vamvoukas, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The fundamental objective of the course is to present a lucid and clear exposition of the international trade theory and policy, the balance of payments and the foreign exchange market, open- economy macroeconomics and the international monetary system.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
N.A.
- COURSE CONTENTS  
The course material deals with trade theory, trade policy, the balance of payments, the foreign exchange markets, the open-economy macroeconomics and the operation of the international system.
- RECOMMENDED OR REQUIRED READING
  -  Vamvoukas G.A. International Economic Relations, Athens: G. Benou
  -  Husted S. and M.Melvin, International Economics, Addison-Wesley
  -  Salvatore D., International Economics, John Wiley & Sons.Inc
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Teaching will include lectures and tutorials.
- ASSESSMENT METHODS AND CRITERIA  
The course grade will be based on a final written exam.
- LANGUAGE OF INSTRUCTION  
Greek

## NATURAL ENVIRONMENT AND NATURAL RESOURCES


- COURSE UNIT CODE  
2303
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
V. Ninni, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
In this course various aspects of the problem of environmental degradation is examined, with emphasis on economic measures for environmental protection. In addition, issues related to natural resource management are examined. Specifically, the goal of this course is to:
  - familiarize students with fundamental technical and economic aspects of the issue of natural environment and natural resources management
  - provide students with comprehensive knowledge of the above interdisciplinary problem
  - put emphasis on economic aspects of the problem of environmental degradation
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
No prerequisites are required.
- COURSE CONTENTS  
Topics mentioned in this course's lectures include: environment and pollution, air pollution, the "greenhouse", "acid rain" and "ozone hole" effects, water pollution, pollution of the ground, sound pollution, the global climatic change, economic theory and environment, environmental policy, environment and development, economic implications of pollution control, economic aspects of Biotechnology, nutrition and health), carbohydrates, mineral and trace elements, vitamins, nutrient.
- RECOMMENDED OR REQUIRED READING
  -  V. Ninni, Selected Topics of Environmental Degradation, Athens University of Economics and Business Ed. (in Greek)
  -  G. Kottis, Ecology and Economics, Papazissis ed., Athens, Greece, 1994 (in Greek)
  -  S. Karvounis, D. Georgakellos, Environmental Management: Enterprises and Sustainable Development, Stamoulis ed., Athens, Greece, 2003 (in Greek)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Slides, printed material
- ASSESSMENT METHODS AND CRITERIA  
Final written examination, optional case studies
- LANGUAGE OF INSTRUCTION  
Greek

## INDUSTRIAL ECONOMICS


- COURSE UNIT CODE  
2305
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Z. Ventoura, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The object of this Course is the familiarization of the students with the basic issues of the Industrial Organization and Policy.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
Not applicable
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
Not applicable
- COURSE CONTENTS  
The object of this Course is the familiarization of the students with the basic issues of the Industrial Organization and Policy.  
The lectures consist of two sections. The first deals with the Industrial Organization and analyses the notion of the structure and the behavior of the Markets. Are studied also the theories of Managers, the characteristics of the Companies , the relation of the size and growth rate, the law of analogical result, the theory of learning, the models of profit maximization , the barriers to entry of new companies the pricing policy and the methods of pricing. Reference also is made on issues of mergers and buying out of companies and finally of the technological research and technological progress. The last chapter of the first section studies the performance and the monitoring of the markets.  
The second section analyses the Industrial Policy that is applied by the Public Sector in order to facilitate the development of the competition.
- RECOMMENDED OR REQUIRED READING
  -  Lypcnski John, Wilson O.S. John and Goddard John, Industrial Organization Competition, Strategy (2011), Policy, Athens: P.X. Paschalidis.
  -  Don E. Waldman Elizabeth J. Jensen Industrial Organizational Theory and Practice, Volume 1 (2003), Athens: Ellin.
  -  Zoi Ventoura – Neokosmidis Zoi, Notes for Industrial Organization and Policy (2006-2007), Athens: OPA.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Transparencies, Optional team studies
- ASSESSMENT METHODS AND CRITERIA  
Assessment is based on exams and the notes of the study
- LANGUAGE OF INSTRUCTION  
Greek

- WORK PLACEMENT(S)  
Not applicable

## TECHNOLOGICAL TOPICS OF INDUSTRY I

- COURSE UNIT CODE  
2307
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
V. Ninni, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The scope of this course is to provide students with a fundamental technological background on aspects closely related to Business Economics and Administration. Specifically:
  - the concept of energy and its significance for technology and economy
  - emphasis is given to renewable energy sources, focusing on Greek energy potential
  - technological issues related to production improvement and reduction of product cost are analyzed
  - modern technological solutions are proposed, which are tailored to the needs of Greek industry
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
No prerequisites are required.
- COURSE CONTENTS  
This course is comprised of two thematic areas: in the first one, energy resources, such as coal, petroleum, nuclear power, geothermal energy, solar energy, photovoltaic conversion of solar energy, energy from biomass, wind energy, hydroelectric power, tidal power and wave energy are mentioned and their significance for economic development is examined. The second thematic area focuses on the Inorganic Chemical Industry and precisely on minerals, metals and Alloys of metals (steel and iron, aluminum, nickel), ceramic materials (silica and silicones, cements, porcelain), glass and vitreous products.
- RECOMMENDED OR REQUIRED READING  
 V. Ninni, Technological Topics of Industry I, Athens University of Economics and Business Ed. (in Greek)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Slides, printed material
- ASSESSMENT METHODS AND CRITERIA  
Final written examination, optional case studies
- LANGUAGE OF INSTRUCTION  
Greek

## REGULATORY ISSUES OF THE EUROPEAN UNION





- COURSE UNIT CODE  
2309
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
3<sup>rd</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Ch. Tarnanidou
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course's aim is to introduce students to the basic institutions and bodies, as well as to the functions, of the European Union.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
None
- COURSE CONTENTS  
The course refers to the main Treaties as well as to the sources of the European Union. It also draws the line between the EU law and national law. Of main importance is the analysis of EU bodies and competencies. It concludes by elaborating the issue of legal protection within the framework of EU legal system.
- RECOMMENDED OR REQUIRED READING  
 Christianos B (2011). Elsagogi sto Dikaio tis Euroapikis Enosis (1st edition), Ekdosis Nomiki Bibliothiki.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
The learning program includes class teaching, optional preliminary exams and essays.
- ASSESSMENT METHODS AND CRITERIA  
The students are required to participate in the final written exams. Participation in optional exams and essays are taking into account.
- LANGUAGE OF INSTRUCTION  
Greek



### TECHNOLOGICAL TOPICS OF INDUSTRY II

- COURSE UNIT CODE  
2402
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
V. Ninni, Associate Professor
- LEARNING OUTCOMES OF THE COURSE UNIT  
The scope of this course is to provide some further insights on technological matters with emphasis on new technologies and their importance in economic development. Specifically, its goal is to:
  - familiarize students with special economy-related technological issues, such as: new technologies and new products, research and development, innovation, patent licensing and product standardization processes
  - to carry out a thorough analysis of case studies for selected sectors of Greek industry
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
No prerequisites are required.
- COURSE CONTENTS  
In the first part of this course, topics related to new technologies, high-tech products and Research and Development (R&D) in industry, recycling and packaging are mentioned. In the second part, the importance of the Organic Chemical Industry is analyzed. Some of the subjects under examination include: petrochemicals, polymers (industrial polymerization techniques, properties of polymers, fibers, elastomers and rubbers, composites, future trends), textiles, dyestuffs, the Pharmaceutical Industry, agrochemicals and the Chemistry of Food (proteins, fats and associated substances, carbohydrates, mineral and trace elements, vitamins, nutrient requirements, nutrient content of food, nutrition and health). Furthermore, economic aspects of Biotechnology are examined.
- RECOMMENDED OR REQUIRED READING  
 V. Ninni, Technological Topics of Industry II, Athens University of Economics and Business Ed. (in Greek)
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Slides, printed material
- ASSESSMENT METHODS AND CRITERIA  
Final written examination, optional case studies
- LANGUAGE OF INSTRUCTION  
Greek

## PERFORMANCE MANAGEMENT (BUSINESS STUDIES II)

- COURSE UNIT CODE  
2408
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
A. Papalexandris, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course aims to introduce students to the concepts of measurement and management of business performance. In this context, the course aims to propose ways of measuring, evaluating and improving the different variables that have the potential to affect the efficiency and effectiveness of different organizations.
- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS  
The course presents a logical continuation of the course Business studies I. Its aim is to explore the key business variables affecting the effectiveness and efficiency of organizations. In this context, the course analyses different methodologies and tools used to measure and manage the performance of modern enterprises. It also examines the different components of business performance (financial, customer, internal processes, learning and development) and investigates the impact that these have on value creation for the organization.
- RECOMMENDED OR REQUIRED READING
  -  Cokins, G. (2009). Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics. Hoboken, NJ: John Wiley and Sons.
  -  Kaplan, R. S., & Norton, D. P. (2001). Building a strategy-focused organization. Ivey Business Journal, 65, 12-19.
  -  Kaplan, R. S., & Norton, D. P. (1996). Translating Strategy into Action - The Balanced Scorecard. Boston: Harvard Business School Press.
  -  Neely, A. (2007). Business Performance Measurement: Unifying Theory and Integrating Practice (2nd ed.). Cambridge: Cambridge University Press.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Lectures, case studies, group assignment
- ASSESSMENT METHODS AND CRITERIA  
Final open book written exam
- LANGUAGE OF INSTRUCTION  
Greek

## ORGANIZATIONAL BEHAVIOR

- COURSE UNIT CODE  
2420
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
O. Kyriakidou, Assistant Professor

- LEARNING OUTCOMES OF THE COURSE UNIT

This course presents an integrated and critical social science view of human behavior in organizations, aiming at the development of the capability for analyzing and solving complex organizational problems. Moreover, the presentation and critical analysis of the theoretical frameworks that underpin current organizational practices is considered crucial. The course is modeled around the features of the “new” design organization: a networked, flat, flexible social system made up of a diverse workforce in a global environment, trying to understand the critical factors that affect the organizational community, such as globalization, business ethics, social responsibility and cultural diversity. The specific topics covered include: Introduction: critique of the tradition and logic underlying organizational psychology; history and frameworks in organizational analysis; “Scientific” management; Taylorism and Fordism; the Human Relations movement and the Socio-Technical approach; Frameworks for analysis: organizational representations; the cultural image of organizations; cultural processes in organizations; power, knowledge and organizing; People organizing: job design, motivation and stress; from groups to teams; decision-making; resistance and organizational learning; leadership, networking and collaborative work ; Implications for practice: doing organizational development and action research. This course will expose students to theoretical perspectives from the social sciences that challenge the effectiveness paradigm and the feelings of equity of modern organizational practices. Finally, included is an analysis of the environment to show how context influences structures and processes, as well as “skills” sessions integrated throughout the course so that students develop a sense of how organizations work in an emerging, global and “virtual” organization landscape.

- MODE OF DELIVERY  
LECTURES
- COURSE CONTENTS

The specific topics covered include: Introduction: critique of the tradition and logic underlying organizational psychology; history and frameworks in organizational analysis; “Scientific” management; Taylorism and Fordism; the Human Relations movement and the Socio-Technical approach; Frameworks for analysis: organizational representations; the cultural image of organizations; cultural processes in organizations; power, knowledge and organizing; People organizing: job design, motivation and stress; from groups to teams; decision-making; resistance and organizational learning; leadership, networking and collaborative work ; Implications for practice: doing organizational development and action research.

- RECOMMENDED OR REQUIRED READING



Chytiris, L. (2001). Organizational Behavior. Interbooks.



Robbins Stephen P., Judge Timothy A. (2011). Organizational Behavior. Kritiki Publications.

- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS

The course consists of 18 lectures (of two hours each) of theory, 6 lectures of practice and 2 lectures with invited speakers (company representatives)





- ASSESSMENT METHODS AND CRITERIA

Written exams and participation in cases studies

- LANGUAGE OF INSTRUCTION




Greek

## **SPECIAL SUBJECTS OF TRANSACTIONS OF PRIVATE LAW, (CIVIL LAW II)**

- COURSE UNIT CODE  
2422
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
Christina Tarnanidou, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
Objective of the course is:
  - For the undergraduate student to be acquainted with basic legal concepts and the general principles of current private law. Particular emphasis is given to the comprehension of basic concepts and principles of current private property law (law of obligations and law of property), in the frame of the current legal order.
  - To constitute an essential base for the teaching of commercial law and various legal courses taught in next semesters.
  - For the undergraduate to comprehend that basic legal knowledge constitutes a valuable attribute for the graduates of our department.
- MODE OF DELIVERY  
4 HOURS OF WEEKLY LECTURES
- PREREQUISITES AND CO-REQUISITES  
Requires knowledge of CIVIL LAW I
- COURSE CONTENTS
  - Law of property: Objects, Property, Possession, Ownership, Servitudes, Lien.
  - Law of obligations: General part. Obligation. Sources of obligation. Obligation of fulfillment. Obligations from contracts. Bilateral agreement. Non fulfillment of obligation. Retraction. Deposit and Penalty Clause. Contracts in favor and at the expense of third person. Redemption of obligations. Cession of claims. Assumption of debt. Obligation in total.
  - Brief overview of “eponymous” types of contracts in modern transactions.
  - General terms of transactions and protection of the consumer.
  - Unjust enrichment. Compensation.
- RECOMMENDED OR REQUIRED READING
  -  Spyridaki, Proposals in Civil Law
  -  A. Varka Adami, Introduction in Civil Law
  -  Spyridaki, Civil Code and Introductory Law
  -  S. Stamatopoulos, Civil Code.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
4 hours weekly teaching and potentially reinforcing work.  
Communication: 2 office hours at the University and any time by phone.
- ASSESSMENT METHODS AND CRITERIA  
Final written examination
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)

No

## INTERNSHIP

- COURSE UNIT CODE  
2444
- TYPE OF COURSE UNIT  
OPTIONAL
- YEAR OF STUDY  
2012-2013
- SEMESTER/TRIMESTER WHEN THE COURSE UNIT IS DELIVERED  
4<sup>th</sup> Semester
- NUMBER OF ECTS CREDITS ALLOCATED  
6 ECTS CREDITS
- NAME OF LECTURER(S)  
D. Manolopoulos, Lecturer  
A. Papalexandris, Lecturer
- LEARNING OUTCOMES OF THE COURSE UNIT  
The course is offered in two academic semesters (Fall and Spring) and allows students of the department of Business Administration to work in a company of their choice where they will have the opportunity to apply the theoretical foundations of the core courses offered by the Department in a real working setting.
- MODE OF DELIVERY  
LECTURES
- PREREQUISITES AND CO-REQUISITES  
N/A
- RECOMMENDED OPTIONAL PROGRAM COMPONENTS  
N/A
- COURSE CONTENTS  
At the beginning of each semester, a number of preparatory lectures are given by the instructors of the course in order to acquaint interested students with the operation of the student training course and the preparation of the final assignment that has to be submitted by all students and upon which they will be evaluated.
- RECOMMENDED OR REQUIRED READING
  -  Papadakis, V. (2011), Business Strategy: Exercises-Case Studies, Athens: Benou.
  -  Siomkos, G. and Czepiel J. (2007), Competitive Marketing Strategy, Athens: Stamoulis.
  -  Russell, S. And Norving, P. (2005), Artificial Intelligence: A Modern Approach, Athens: Kleidarithmos.
- PLANNED LEARNING ACTIVITIES AND TEACHING METHODS  
Lectures, student placements
- ASSESSMENT METHODS AND CRITERIA  
Final Assignment
- LANGUAGE OF INSTRUCTION  
Greek
- WORK PLACEMENT(S)  
Selection from a variety of companies in different industrial and service sectors