

MSc in Innovation, Technology and Culture

SCHOOL OF BUSINESS

DEPARTMENT OF MANAGEMENT SCIENCE AND TECHNOLOGY

STUDY GUIDE
ATHENS, NOVEMBER 2026

PART I: INFORMATION ABOUT THE INSTITUTION

CONTACT DETAILS (Name & Address)

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS (AUEB)

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

Telephone number: +30-210-8203911

Website: https://www.aueb.gr

e-mail: webmaster@aueb.gr

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

Twitter: https://twitter.com/aueb

ACADEMIC AUTHORITIES

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

Rector:

Professor Vasilios Vasdekis

Vice Rectors:

Vice Rector of Academic Affairs and Personnel
Associate Professor Leonidas Doukakis

Vice Rector of Research and Lifelong Learning
Professor Georgia Siougle

Vice Rector of Financial Planning and Infrastructure
Associate Professor Eleanna Galanaki

Vice Rector of International Cooperation and Development
Professor Athanasia (Nancy) Pouloudi

School of Business
Dean: Professor Angeliki Poulymenakou
Department of Management Science and Technology
Chair: Professor Ioannis Nikolaou
MSc in Innovation, Technology and Culture
Director: Professor Aikaterini (Katerina) Pramatari

Contact details
Address: 47a Evelpidon Str, GR-113 62, Athens
Email: innovationtechculture@aueb.gr
Website: https://www.dept.aueb.gr/innovationculture

ACADEMIC CALENDAR

1st SEMESTER (SPRING)

Classes begin:	Early March 2027
End of 1st period:	Late April 2027
Break before Easter Holidays:	Monday, April 26, 2027
Classes restart:	Tuesday, May 11, 2027
Start of 2nd period:	Mid-May 2027
Classes end:	Early July 2027

Exams' period of Spring Semester

Exams of 1st period:	Mid-May 2027
Exams of 2nd period:	Mid-July 2027

Holidays

Clean Monday, Monday, March 15, 2027
Greek Independence Day, Thursday, March 25, 2027
Pentecost Monday, Monday, June 21, 2027

2nd SEMESTER (FALL)

Classes begin:	Mid-September 2027
End of 3rd period:	Late October 2027
Start of 4th period:	Mid November 2027
Break before Christmas Holidays:	Thursday, December 23, 2027
Classes restart:	Monday, January 10, 2028
Classes end:	Late January 2028

Exams' period of Fall Semester

Exams of 3rd period:	Early-Mid November 2027
Exams of 4th period:	Late January-Early February 2028

Holidays

October 28 Holiday - The Anniversary of the "No", Thursday, October 28, 2027
The Anniversary of Polytechneio, Wednesday, November 17, 2027
Epiphany, Thursday, January 6, 2028

3rd SEMESTER (SPRING)

Classes begin:	Early March 2028
Break before Easter Holidays:	Monday, April 10, 2028
Classes restart:	Monday, April 24, 2028
End of 5th period:	Early May 2028
Start of 6th period:	Late May 2028
Classes end:	Late June 2028

Exams' period of Spring Semester

Exams of 5th period: Mid-May 2028
Exams of 6th period: Mid-July 2028

Holidays

Clean Monday, Monday, February 28, 2028
Greek Independence Day, Saturday, March 25, 2028
Pentecost Monday, Monday, June 5, 2028

AUEB's OPERATIONAL STRUCTURE

The structure and operation of the Institution is defined by current legislation as in force. The Athens University of Economics and Business is under the supervision of the Ministry of Education, Religious Affairs and Sports. The governing bodies of HEIs, in accordance with the provisions in force, are

a) the Board of Directors,
b) the Senate,
c) the Rector,
d) the Vice-Rectors,
e) the Executive Director

AUEB's ACADEMIC STRUCTURE

The Athens University of Economics and Business is structured by academic units of two (2) levels: a) the Faculties and b) the Departments

Each School is structured by a minimum of two (2) Departments, covers a section of related scientific areas and ensures the interdisciplinary approach to teaching and research between its Departments. The School is responsible for supervising and coordinating the operation of the Departments and the educational and research work produced by them, in accordance with the Internal Regulation of Operation.

The bodies of the School, according to Law 4957/2022 (A 141) as in force, are: a) the Dean and b) the Deanship

The Department is the fundamental academic unit of the Institution and aims to advance a specific field of science, technology, letters and arts through education and research. The Department consists of all the members of the Teaching Research Staff (T.R.S.), the members of the Special Educational Staff (S.E.S.), the members of the Laboratory Teaching Staff (L.T.S.) and the members of the Special Technical Laboratory Staff (S.T.L.S.), who serve in it.

The Athens University of Economics and Business consists of **three Faculties** and **eight Departments**:

1. **SCHOOL OF ECONOMIC SCIENCES:**

- Department of International & European Economic Studies
- Department of Economics.

2. **SCHOOL OF BUSINESS:**

- Department of Management Science and Technology
- Department of Business Administration
- Department of Accounting and Finance
- Department of Marketing and Communication

3. **SCHOOL OF INFORMATION SCIENCES & TECHNOLOGY:**

- Department of Informatics
- Department of Statistics

GOVERNING BODIES OF POSTGRADUATE STUDY PROGRAMS

The competent bodies for the organization and operation of Postgraduate Study Programs (MSc) are the following:

a) the Senate of the Higher Education Institution (HEI),

b) the Assembly of the Department,

c) the Coordinating Committee (C.C.), and

d) the Director of the Postgraduate Program.

Especially for interdepartmental, inter-institutional and joint Postgraduate Programs, the responsibilities of the Department's Assembly are exercised by the Curriculum Committee.

THE STAFF OF THE UNIVERSITY

The staff of the University consists of the following categories:

- **TEACHING STAFF:**
  - Faculty Members: Teaching and Research Staff
  - Emeritus Professors
  - Visiting Professors
  - Special Educational Staff (S.E.S.)
  - Laboratory Teaching Staff (L.T.S.)
  - Special Technical Laboratory Staff (S.T.L.S.)
  - Scientific Associates
  - Academic Scholars
  - Scientific Staff
  - Adjunct Lecturers
  - Seconded teachers

- **ADMINISTRATIVE STAFF**

THE SERVICES

The Athens University of Economics and Business provides both administrative and other services (food, housing, library, sports, etc.) with the aim of serving its students and the rest of the human resources. More information about the organization and operation of the institution's services can be found on the institution's main website (http://www.aueb.gr).

A4. General description of the Foundation

The Athens University of Economics and Business (AUEB), as a Higher Education Institution, is a Legal Entity of Public Law and is supervised by the Ministry of Education, Religious Affairs and Sports.

AUEB is, in order of seniority, the third Higher Education Institution in the country and the first in the field of Economics and Business Administration. Along the way, the scientific fields of Informatics and Statistics were added. From the year of its foundation in 1920 until today, it has a rich history of important scientific achievements, which characterize the modern present and prescribe excellent prospects for the future.

The Institution, as a center of excellence in academic research and teaching, is evaluated as one of the leading universities in our country and one of the best internationally in the fields it treats. Its reputation reflects on the one hand, the high level of its scientific staff, the quality of its research and teaching work and the modern curricula, and on the other hand the high scientific training of its graduates that allows them to successfully operate professionally both in Greece and abroad.

A5. List of study programs offered leading to the acquisition of an academic degree

Detailed information on the study programs offered by AUEB is provided on the Foundation's website (www.aueb.gr).

A6. Admission/Registration Procedures

In the Postgraduate Study Programs, holders of the first cycle of studies of a Higher Education Institution (Universities and Technological Educational Institutes) of the country or equivalent institutions abroad are admitted. In order to accept the applications of foreign students, the competent Secretariat checks whether the institution awarding the title of foreign institution belongs to the National Register of Recognized Institutions abroad and whether the type of this title belongs to the National Register of Types of Degrees of Recognized Institutions that are posted on the DOATAP website, in accordance with the applicable provisions.

A7. Basic Regulations of the Institution (including academic recognition procedures)

Information on Regulations – Policies – Procedures, can be found at the link: https://www.aueb.gr/el/content/politikes-kanonismoi-diadikasies-0

A8. ECTS Coordinator of the Foundation

The Institution's ECTS Coordinator is the current President of the Quality Assurance Unit (QA), who ensures the Institution's compliance with the principles and rules of the European Credit Accumulation and Transfer System, supervises their observance and implementation and is responsible for the full recognition and transfer of credits.

PART II: INFORMATION ON DEGREE PROGRAMS

A. GENERAL DESCRIPTION

QUALIFICATION AWARDED
The Postgraduate Program awards the MSc in Innovation, Technology and Culture

ADMISSION REQUIREMENTS
The minimum selection criteria for admission to the Master's Program at the Athens University of Economics and Business are as follows:

- Graduates of Greek or foreign Universities in the fields of science & technology, engineering, business and management studies, entrepreneurship, economic sciences, informatics and computer science, humanitarian studies, visual and fine arts.
- Certification of proficiency in the English language at the Proficiency level or IELTS (for study) with a minimum score of 7/10, or a degree from an English-speaking University.

Students not meeting the above criteria may be admitted on an exceptional basis if adequately justified by the Coordinating Committee. In addition to the above criteria, the following may also be taken into account:
a) Grades in undergraduate courses related to the courses of the Master's program.
b) University and Department of origin.
c) Research experience and work experience.
d) Interview.
e) Recommendation letters from professors or employers.
f) Any distinctions/awards.

ADMISSION/REGISTRATION PROCEDURE
The registration of prospective postgraduate students is carried out annually from September to February within deadlines set by the Director of the Master's Program.

Before enrolling, the candidate becomes aware of the Operating Regulation of the Master's Program, the Regulations for Postgraduate and Doctoral Studies of the Athens University of Economics and Business (B 3140/2023), the Code of Ethics and Good Practice of the Athens University of Economics and Business (B' 7257/2022), and any amendments, declaring in writing that they accept them. In cases of exceptional need, the Department's Assembly may, after a reasoned request from the interested party, decide that registration can take place within a month after the deadline.

EDUCATIONAL AND PROFESSIONAL GOALS

Program Overview:
Level: 7 (MSc)

Title: MSc in Innovation, Technology and Culture

Faculty: School of Business

Department: Department of Management Science and Technology

Total Credits: 90 ECTS

The "MSc in Innovation, Technology and Culture" is an interdisciplinary program that brings together creative practitioners and artists with business and technology innovators. It helps them develop the knowledge, skills, behaviors and tools needed to turn creative ideas into innovative ventures with economic, social or cultural impact. The program operates at the intersection of technology, entrepreneurship, design, the humanities and the arts, with innovation as its unifying core.

The curriculum is built on the conviction that meaningful innovation does not occur in silos. By uniting creative practice, entrepreneurial thinking, and technological capability, and through a synthesis of core and elective courses, an embedded acceleration process and a range of practice-based activities, the program enables students from diverse academic and professional backgrounds to operate effectively at this intersection. Courses are delivered by faculty from AUEB, NYU and other partners (including ACE and Onassis ONX), and combine academic rigor with experiential learning.

Furthermore, this MSc fosters the technological and entrepreneurial development of the cultural and creative industries. It provides students with robust, market-oriented frameworks and impact-focused methods to address pressing social, environmental, and business challenges, and empowers them to create sustainable business models and innovative solutions that strengthen the resilience, reach, and societal value of arts, culture, and creative tech enterprises. Students learn to design and develop new products, services, ventures, and policy-relevant interventions that leverage art thinking, creative problem solving, and advanced technologies.

In parallel with academic courses, students also explore business acceleration & creative-tech in practice, by participating in an integrated Innovation Acceleration Track. Working in interdisciplinary teams, they will design and launch an original impact-driven venture or product in three phases. The acceleration track is embedded in the program – combining startup methodologies with creative thinking and cultural sensitivity. Moreover, the program includes international learning in participation with NYU, thus offering exclusive academic opportunities and exposure to NYU's world-class ecosystem.

Upon successful completion of the program, the titleholder will have acquired comprehensive and specialized knowledge in the fundamental concepts and most contemporary trends prevailing in the fields of Management of Innovation, Management of Technology, and their practical application in the context of Creativity, Management of Creative and Cultural Assets, Design and Implementation of Digital Artifacts, as well as Business Strategy and Project Management in the context of Creative Industries.

The titleholder will be able to apply, analyze, and synthesize the above knowledge to optimize the utilization of an organization's creative and cultural resources, create innovative digital services/systems and support critical decision-making and entrepreneurial endeavor based on them within the framework of an integrated business strategy.

Additionally, they will have developed high-level analytical and synthetic abilities, along with proficiency in the relevant tools of information technology, operational research, and business analytics. This enables them to keep pace with academic and empirical developments in the rapidly changing field of Technological Innovation and Creativity, both on a national and international level. The graduates of the program will in turn be capable of applying highly specialized knowledge in the aforementioned areas to

adapt to the constantly evolving requirements of a successful professional career. They will also possess the self-confidence to become future leaders, both in the Arts and Culture and other industries, with a clear professional orientation and the goal of developing and merging their technical, managerial, and creative skills.

In this way, the graduates of the Master's Program will contribute to the continuous technological and digital modernization of the Creative and Cultural Industries and other significant business sectors. This contribution will involve introducing innovative digital practices and initiatives, implementing modern technologies and systems, and providing ongoing training for the personnel of businesses.

Program Mission:
The program's mission is to empower founders, creators and practitioners to innovate across business, technology, arts and culture, while promoting economic and social impact.

Target Audience:
The program targets primarily two groups:
a. Creative practitioners or artists who want to strengthen their business knowledge, entrepreneurial capabilities and technology skills. Relevant backgrounds may include creative arts, design, media, communication, cultural studies and the humanities.
b. Business or technology innovators who want to draw on creative thinking to inspire new approaches to innovation and entrepreneurship or understand how the creative and cultural fields operate. Relevant backgrounds may include business, economics, entrepreneurship, technology and engineering.
By bringing these two groups together, the MSc creates a unified learning experience that combines complementary perspectives, encourages interdisciplinary collaboration and equips students to connect creative vision with entrepreneurial and technological capability.

Main Program Features and Differentiators:
The program delivers distinctive competitive advantages aligned with its mission and graduate outcomes:

- ***Impact-Driven Orientation:*** Key focus on sustainable, socially responsible innovation that creates economic, cultural, and social value.
- ***Market-Oriented Industry Connectivity:*** Direct engagement with creative industries, tech sectors, cultural institutions, and impact investors through mentorship, partnerships, live projects, and professional networks,
- ***International Exposure:*** Study across Athens and New York innovation ecosystems, connecting students with global creative industries, tech hubs, and cultural institutions.
- ***Interdisciplinary Cohort Design:*** Creative, business, and technology students collaborate throughout, mirroring real-world innovation ecosystems.
- ***Execution-Focused Learning:*** Theory meets practice through cohort-based venture building, industry projects, and applied problem-solving.
- ***Hands-on Acceleration Process:*** Integrated entrepreneurial track developing real impact-driven ventures from ideation to market readiness through venture creation, industry projects, and applied problem-solving,
- ***Dual Institution Expertise:*** World-class faculty and mentors from both universities providing cross-disciplinary guidance in innovation, technology, and business.
- ***Dual Competency Development:*** Students develop both creative and business intelligence, regardless of entry background.
- ***Technology & Creative Practice Integration:*** Students master emerging technologies alongside design thinking, and culture/art frameworks.

Program Learning Outcomes (PLOs)

The following program learning outcomes ensure that students achieve their profile-specific graduate outcomes by mastering relevant theoretical knowledge, practical skills, and professional behaviors.

1. ***Design innovation with real-world socioeconomic impact***
   - 1.1 Design, validate, and scale innovation projects using structured entrepreneurial methodologies that deliver measurable social, cultural, and economic value.
   - 1.2 Critically analyze complete venture lifecycles from ideation through market launch, product-market fit, investor readiness, and sustainable scaling.
   - 1.3 Create impact-driven projects through cohort-based acceleration processes with industry validation.
2. ***Develop interdisciplinary knowledge and competencies***
   - 2.1 Synthesize technical proficiency, creative problem-solving, and business frameworks to solve complex challenges through sustained collaboration and diverse disciplinary perspectives.
   - 2.2 Critically apply advanced tools in design thinking, digital storytelling, and media production within interdisciplinary teams.
   - 2.3 Create and evaluate user-centred, tech-enabled solutions or experiences that successfully bridge creative expression and commercial viability.
3. ***Build entrepreneurial capability through execution***
   - 3.1 Develop expertise in business model innovation, financial planning, go-to-market strategies, and investor communication.
   - 3.2 Evaluate funding mechanisms for creative, tech or cultural enterprises.
   - 3.3 Combine sustainable scaling frameworks, market-oriented strategies and impact measurement to build scalable, investable ventures.
4. ***Leverage emerging technologies responsibly***
   - 4.1 Analyze Intellectual Property Rights to strategically implement emerging technologies within creative, cultural, and entrepreneurial contexts.
   - 4.2 Systematically apply compliant and ethically responsible innovation principles to technology deployment in creative and business applications.
   - 4.3 Integrate emerging technologies, tools and artistic practices with sustainable business models to design experiences that amplify cultural participation and societal impact.
5. ***Navigate creative ecosystems***
   - 5.1 Critically analyse global trends, challenges, and opportunities in creative economies, cultural production, digital heritage, and policy frameworks.
   - 5.2 Interpret artistic innovation and contrast with market realities, to transform creative practice into sustainable ventures.
   - 5.3 Apply systems thinking to strengthen decision-making in complex entrepreneurial ventures.
6. ***Develop a transformative mindset through applied project work***
   - 6.1 Develop an execution-focused cross-disciplinary mindset enabling a seamless translation between creative practice, technological innovation, and business strategy.
   - 6.2 Independently lead complex, interdisciplinary projects delivering culturally-informed, tech-enabled innovation that addresses real-world business, social, or cultural challenges.
   - 6.3 Critically reflect on and adapt own professional practice to operate effectively at the intersection of technology, business, and culture.

ACCESS TO FURTHER STUDIES

It is possible to continue studies at the Doctoral level.

COURSE STRUCTURE DIAGRAM WITH CREDITS

INTRODUCTORY WEEK			
S/N	**COURSE TITLE**	**TYPE OF COURSE**	**ECTS**
1st SEMESTER			
1	Innovation & Entrepreneurship I: Idea Validation & Business Modelling	Compulsory	3
2	Sociology of Arts	Compulsory	3
3	Leadership, People & Culture	Compulsory	3
4	Art & Technology: Critical Perspectives and Dilemmas	Compulsory	3
5	Emerging Curatorial Practices	Compulsory	3
6	Accounting & Financial Management	Compulsory	3
7	Digital Creativity	Elective	3
8	Product Design Studio (XR/AR/VR)	Elective	3
9	Digital Media & Content Development	Elective	3
10	Programming for non-programmers	Elective	3
11	*Creative Acceleration Workshop - Phase A*	Compulsory	3
12	*Impact Workshop - Phase A (Idea Generation)*	Compulsory	3
		SEMESTER TOTAL ECTS	**30**
2nd SEMESTER			
1	Innovation & Entrepreneurship II: Go-To-Market Strategies & Experimental Design	Compulsory	3
2	Marketing & Behavioural Science	Compulsory	3
3	Strategy in Arts and Culture	Compulsory	3
4	Organizing and Leading Creative Work	Compulsory	3
5	IP Management & Licensing	Compulsory	3
6	Audience Development	Compulsory	3
7	User-Experience & Human-Centered Innovation	Elective	3
8	AI-Enabled Tech Development	Elective	3
9	The New Analogue	Elective	3

10	Physical Computing - IoT, Networked Objects, Location-Based Experiences	Elective	3
11	*Creative Acceleration Workshop – Phase B*	Compulsory	3
12	*Impact Workshop - Phase B (Idea Acceleration)*	Compulsory	3
	SEMESTER TOTAL ECTS		**30**
3rd SEMESTER			
1	Innovation & Entrepreneurship III: Financial Modelling & Strategic Planning	Compulsory	3
2	Production Management & Distribution	Compulsory	3
3	Strategic Brand Management	Compulsory	3
4	XR for Culture, Heritage and Creative Industries	Elective	3
5	Data, Business Analytics & Visualization	Elective	3
6	Environment & Design	Elective	3
7	Immersive Experience Design	Elective	3
8	Systems Thinking and Managing Complexity	Elective	3
9	*Creative Acceleration Workshop – Phase C*	Compulsory	3
10	*Impact Workshop – Phase C (Storytelling for Impact and Influence – Pitching)*	Compulsory	3
11	Master's Thesis / Field Study Project	Compulsory	6
		SEMESTER TOTAL ECTS	**30**

The total workload of the program corresponds to 90 ECTS credits. The duration of the Full-Time Program is set at three (3) semesters of study, which includes the time dedicated to the participation of workshops, and the completion of the master's thesis.

MODE OF DELIVERY OF COURSES

The MSc *Innovation, Technology and Culture*, responding to the demands of the contemporary world, is offered partly through distance learning (up to 40%), in accordance with current legislation and the provisions of the AUEB regulations. In addition, the subject matter of the courses delivered through distance learning provides both the feasibility and suitability for organization using methods of synchronous and asynchronous distance education, due to its theoretical nature.

Courses conducted via distance learning will include the provision of digital material (texts, video lectures, exercises) for asynchronous learning, alongside the possibility of synchronous distance-learning courses and meetings, which may be supported through AUEB's digital platforms. In this way, both synchronous and asynchronous distance-learning methods are utilized, in accordance with current legislation and AUEB's policy on distance education.

More specifically, the organization of courses and other educational activities using synchronous distance-learning methods concerns courses and educational activities that, by their nature, do not involve practical, laboratory, or clinical training for students and do not require their physical presence.

Responsibility for supporting the distance-learning educational process, as well as for issues related to the protection of personal data, lies with the Digital Governance Unit and Network Operation Center of AUEB.

METHODOLOGY FOR COURSE DEVELOPMENT AND IMPLEMENTATION

The MSc *Innovation, Technology and Culture* aligns with contemporary trends in Pedagogy at both the research and practical levels, employing student-centered and interactive teaching methods adapted to the needs of by-distance education. More specifically, depending on the provisions of each instructor, courses may include – apart from regular face-to-face lectures – synchronous lectures, interactive synchronous teaching, preparation for interactive synchronous teaching, asynchronous study (video lectures, individual study material, etc.), and literature review.

FINAL EXAMINATION

The three semesters in the program are divided into six (6) teaching periods (Period 1: March-May, Period 2: May-July, Period 3 September-November, Period 4: November-February, Period 5: February-May, Period 6: May-July). Examinations are held six times in each academic year, in the following months: May, July, November, February, May, and July. The schedule of courses / exercises and exams of each semester is prepared and announced at least ten days before the beginning of the semester.

EXAMINATION AND ASSESSMENT REGULATIONS

1. The final evaluation of each course is done either through written or oral examinations and / or assignments.
2. The final grade of each course is determined by the respective teachers. The individual and group assignments of students can be included. Participation in the examination on the specific date announced in accordance with the Program is compulsory.
3. The grading scale is set from zero (0) to ten (10) with grades of the whole or half unit. Passing grades are considered the total grade of 5 and above.
4. In the event that a student does not participate unjustifiably on the specific examination date of a course, s/he loses the examination period, and the course is considered as failed.

5. In case of failure in a course or exceeding the limit of absences, the postgraduate student is obliged to repeat the course attendance. In case of failure in a course, a re-examination may be carried out twice, according to the professor's instructions as regards the type of examination, but not a third time. The re-examination does not require re-registering. Specific arrangements and cases are examined by the Coordinating Committee.
6. For the award of the MSc, a passing grade (equal to or above 5 in a grading scale from 0 to 10) is required in all postgraduate courses and in the Master's thesis. If this condition is not met within the expected period, the postgraduate student is only entitled to a simple certificate of successful attendance of the courses, where he/she has received a passing grade and the postgraduate student's attendance of the Program is completed.
7. The Department Assembly, following a recommendation from the Coordinating Committee, may decide to dismiss postgraduate students if, during their studies in the program, they fail in courses totaling up to 10 credit units per semester. The Department Assembly may also determine specific cases of force majeure (illness, workload, etc.) where failure in a larger number of courses may be permitted.
8. In any case of dismissal of the postgraduate student, any tuition fees paid shall not be reimbursed, unless there are special reasons and the Assembly shall justifiably decide otherwise upon the proposal by the Coordinating Committee of the MSc

PARTICIPATION IN WORKSHOPS

The participation in the workshops that will take part during each semester is mandatory and takes place throughout the weeks of each of the three first semesters of the program. These workshops shall be considered as individual modules and are allotted the credits of a regular course accordingly. Each workshop will build upon and complement the courses that students participate in the same semester, while the students' work in each workshop will be the continuation of the work they have completed in the previously completed workshops. At each workshop, the students will present the outcome of their work, while at the final workshop that will take place in the third semester, they shall present the work they have completed throughout the whole year in the context of all the workshops that have taken place.

MASTER'S THESIS / FIELD STUDY PROJECT

The pursuit and completion of a master's thesis or field study project is mandatory and takes place during the final semester of the program. The aforementioned options (either a thesis or a field study project) will have equal significance and carry the same number of credit units, as specified in the operating regulations of the program.

LANGUAGE OF CONDUCT

The language of instruction of the program is English.
The MSc thesis or field study project text is to be written in the English language.

DURATION OF STUDY

The duration of studies for the award of the MSc diploma is set at three (3) semesters, which include the time for the preparation of the MSc thesis or field study project.

The maximum allowed time for the completion of studies is set at six (6) semesters. In exceptional cases, such as illness, serious family reasons, military conscription, an extension of studies of up to one year may be granted in addition to the maximum time limits provided, upon presentation of the necessary

supporting documents by the postgraduate students and a reasoned decision of the Assembly of the Department. In addition, the postgraduate student, at his/her request, may also request a justified temporary suspension of studies which does not exceed two semesters in total. The semesters of suspension of student status are not counted in the maximum duration of regular study. Upon his/her return to study, the student continues to be subject to the study regime of his/her registration time as a postgraduate student (full-time or part-time). The continuation of studies after the suspension is done under the terms and rules of operation of the program upon their return.

CAREER SUPPORT & PROFESSIONAL DEVELOPMENT

Students and graduates of the MSc program have access to the services of the Career Office of the Athens University of Economics and Business.

The AUEB Career Office was the first office of its kind established in a Greek Higher Education Institution. It was founded by decision of the Senate of the Athens University of Economics and Business on March 27, 1992. The main mission of the Office is to support AUEB students and graduates in their integration into the labor market, as well as to guide them in pursuing postgraduate studies. In addition, it provides counseling services to students and graduates to help them make informed decisions regarding their professional and educational future.

B. DESCRIPTION OF INDIVIDUAL COURSE UNITS

Innovation & Entrepreneurship I: Idea Validation & Business Modelling

Course Description

This course introduces students to evidence-based approaches to innovation and entrepreneurship, with a particular emphasis on the systematic validation of early-stage ideas under conditions of uncertainty. Drawing on lean startup methodologies, customer development theory, and experimental innovation frameworks, the course guides students through structured processes of problem identification, user research, rapid prototyping, and iterative market testing. Through applied project work, students learn to assess the feasibility, desirability, and viability of entrepreneurial opportunities prior to scaling.

Learning Outcomes

Upon successful completion of this course, students will be expected to demonstrate the following learning outcomes:

Knowledge

- Demonstrate a comprehensive understanding of lean entrepreneurship principles, customer discovery processes, and innovation experimentation models
- Explain the conceptual foundations of problem–solution fit and early-stage product–market validation

Skills

- Design and conduct qualitative and quantitative user research, including interviews, surveys, and observational methods
- Develop minimum viable products and prototypes to test core value assumptions
- Construct and evaluate structured experiments to generate actionable market insights

Competencies

- Critically assess opportunity risk and uncertainty using empirical evidence
- Apply iterative learning processes to refine innovation strategies
- Collaborate effectively within interdisciplinary entrepreneurial teams

Key Topics Covered

- Lean startup methodology and hypothesis-driven innovation
- Customer discovery and empathy-based research methods
- Value proposition development and testing
- Market segmentation and early adopter analysis
- Prototyping tools and MVP development techniques
- Experimental design and validation metrics
- Iterative learning cycles and pivot strategies
- Risk management in early-stage ventures

Sociology of Arts

Course Description

This course introduces students to the sociology of the arts, a specialised field of sociology that examines the social dimensions, structures and institutions surrounding art, aesthetics and cultural production. Art is approached as a form of collective action and as a socially constructed value, rather than solely as the product of individual talent. The course draws on three key perspectives: Howard Becker's art worlds approach, Pierre Bourdieu's theories of fields and cultural capital, and contemporary studies of taste and cultural consumption, including the cultural omnivore thesis. Students compare these perspectives, in particular Becker's emphasis on cooperation and conventions with Bourdieu's emphasis on struggle and unequal resources.

The course explores how institutions, networks, markets, criticism, audiences and digital platforms shape what is recognised as art, who has access to it, and who benefits from the value it generates. It also examines inequalities in cultural participation and creative work, cultural policy, and debates on how technology and artificial intelligence are reshaping artistic authority and authorship. Through critical readings and case studies, students develop the ability to analyse cultural ecosystems and to take their social contexts into account when designing innovative initiatives.

Learning Outcomes

By the end of the course, students will be able to:

Knowledge

- Explain key sociological perspectives on art, including art worlds, fields and cultural capital, and cultural consumption.
- Analyze how institutions, networks, markets, criticism, audiences, and digital platforms shape artistic recognition, access, and value.

Skills

- Apply sociological concepts to analyze cultural ecosystems and case studies.
- Examine inequalities in cultural participation and creative work, and assess the influence of cultural policy, technology, and artificial intelligence.

Competencies

- Integrate social and cultural contexts into the design of innovative initiatives in the arts and creative industries.
- Critically assess questions of access, inequality, artistic authority, and authorship.
- Develop evidence-based analyses of cultural issues using academic readings and case studies.

Key Topics Covered

- The sociology of the arts; art as collective action and socially constructed value.
- Becker's art worlds and the collaborative organization of artistic production.
- Bourdieu's field theory, cultural capital, and cultural distinction.
- Taste, cultural consumption, and the cultural omnivore thesis.
- Institutions, networks, markets, criticism, audiences, and digital platforms.
- Inequality, cultural participation, creative work, cultural policy, technology, and AI

Leadership, People & Culture

Course Description

This course examines leadership practices and organizational dynamics within innovation-driven, creative, and technologically mediated environments. It explores how leadership styles, organizational culture, and human behavior influence performance, collaboration, and innovation outcomes. Through theoretical study and applied case analysis, students develop the capacity to lead interdisciplinary teams, manage organizational change, and cultivate inclusive, high-performance cultures within entrepreneurial and creative contexts.

Learning Outcomes

By the end of the course, students will be able to:

Knowledge

- Demonstrate understanding of classical and contemporary leadership theories and organizational behavior concepts

- Analyze the role of organizational culture in enabling or constraining innovation and performance

Skills

- Apply leadership techniques for team coordination, motivation, and decision-making in complex environments
- Manage interpersonal conflict, communication processes, and organizational change initiatives

Competencies

- Exercise adaptive leadership in uncertain and innovation-intensive contexts
- Design and sustain organizational cultures that promote creativity, accountability, and ethical practice
- Demonstrate socially responsible and inclusive leadership approaches

Key Topics Covered

- Classical and contemporary leadership theories and models of influence
- Leadership styles and situational leadership approaches
- Psychometric frameworks and personality assessment tools in leadership development
- Organizational culture and innovation climates
- Team dynamics and interdisciplinary collaboration
- Motivation, engagement, and performance management
- Communication strategies and feedback systems
- Conflict resolution and negotiation processes
- Change leadership and organizational transformation
- Diversity, equity, and inclusion in leadership practice

Art & Technology: Critical Perspectives and Dilemmas

Course Description

This course offers a critical examination of the evolving relationship between art, science, and technology, delivered in two complementary parts.
Part A – Critical Perspectives (60% of lectures) explores how art and technology continuously shape and are shaped by one another, across practitioners, creative sectors, and institutions of varying scale. This part situates contemporary creative practice within historical and critical frameworks, examining how technological change has influenced artistic production, presentation, and reception over time.
Part B – Dilemmas (40% of lectures) interrogates the ethical, legal, and social dilemmas generated by the convergence of art and technology, with emphasis on authorship and intellectual property, data and surveillance, algorithmic creativity, and the shifting boundaries of cultural labour in a technologically mediated environment.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Identify the key historical, institutional, and technological developments shaping the relationship between art and technology
- Recognize the principal ethical, legal, and social dilemmas arising from the integration of emerging technologies into artistic and cultural production

Skills

- Analyze case studies from the performing arts and cultural institutions to evaluate how technology reshapes artistic practice and audience experience
- Critically assess technology-driven dilemmas (authorship, data, surveillance, intellectual property, labour) affecting artists, institutions, and audiences
- Construct and defend reasoned positions on contested questions at the intersection of art, science, and technology

Competencies

- Apply critical and interdisciplinary thinking to real-world case studies drawn from cultural institutions and the creative industries
- Formulate positions on emerging ethical and policy dilemmas in art and technology
- Communicate critical perspectives on art-technology debates to diverse audiences

Key Topics Covered

- Historical and critical perspectives on art, science, and technological change
- Technology's role in artistic practice, production, and presentation across creative sectors
- Case studies spanning individual practitioners and cultural institutions
- Authorship, originality, and intellectual property in technologically mediated art
- Data, surveillance, and algorithmic creativity
- Labour, ethics, and the changing role of the artist in a technological environment
- Critical and policy debates on art, science, and technological innovation

Emerging Curatorial Practices

Course Description

This course examines curatorship as the foundational practice underlying the design of any cultural or creative experience. Moving beyond the traditional associations of curation, the course reframes curatorial practice as the deliberate design of an audience's entire experience, from the moment of entry to the moment of departure, engaging perceptual, emotional, and cognitive registers across physical, digital, or hybrid environments. Because the cultural and creative sectors are inherently knowledge-intensive, curatorial thinking is treated as the foundational competency on which value creation across these sectors depends, tracing its modern origins to pioneering curatorial practice of the 1970s (e.g., Harald Szeemann's early work on Documenta) and following its evolution into a cross-sectoral capability.

Rather than relying solely on theoretical instruction, the course is built around direct engagement with practicing curators and experience designers across a deliberately broad range of sectors. Each weekly

session consists of three parts: a foundational lecture introducing key concepts, an in-depth conversation/interview with one or more invited practitioners from a specific field, and a live discussion in which students engage directly with the material and the guests. Students develop both a theoretical vocabulary for curatorial practice and direct exposure to how it is enacted across diverse professional contexts.

Learning Outcomes

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

Knowledge

- Demonstrate advanced understanding of curatorial theory as a foundational practice across diverse experience sectors
- Explain the social, institutional, and technological contexts shaping curatorial practice across cultural and creative sectors
- Analyze curatorship as a form of cultural production and knowledge mediation

Skills

- Develop curatorial concepts and thematic frameworks for experiences across diverse cultural and creative sectors
- Design exhibition narratives integrating spatial, visual, and digital elements
- Conduct artwork selection, contextual research, and interpretive planning
- Develop audience engagement strategies across physical, digital and hybrid platforms

Competencies

- Apply curatorial thinking to interdisciplinary creative projects
- Critically evaluate ethical, representational, and institutional dimensions of curatorship and experience design
- Integrate digital and immersive tools into curatorial practice
- Communicate curatorial vision effectively to diverse stakeholders and practitioners

Key Topics Covered

- Foundations and evolving definitions of curatorship and experience design
- Curatorial thinking as a cross-sectoral competency
- Historical emergence of independent curatorial practice
- Practitioner dialogue and discussion as a mode of curatorial learning
- Worldbuilding, curation in games, and XR/VR experiences
- Curatorial practice in theatre, film, and dance
- Visual arts curation across institutional and independent contexts
- Curating festivals and live events
- Curatorial approaches in retail, fashion, and design
- Curating social media, digital platforms, and algorithmic content
- Destination and experience curation, beyond conventional tourism framing
- Curatorial dimensions of food and gastronomic experience
- Curating ritual, sacred, and community spaces as long-standing immersive experience models

Accounting and Financial Management

Course Description

This course provides a rigorous introduction to financial management principles tailored to entrepreneurial and creative enterprises operating under resource constraints and high uncertainty. It examines financial reporting structures, cost management, capital allocation, and performance evaluation tools relevant to early-stage ventures. Students develop financial modeling capabilities and learn to interpret financial data in relation to strategic growth decisions, sustainability, and investor expectations.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Demonstrate understanding of basic financial accounting principles and reporting frameworks
- Explain financial and cost performance indicators relevant to startup scalability and sustainability
- Construct budget plans under alternative scenarios

Skills

- Understanding of income statements, balance sheets, and cash flow statements
- Develop budgets, financial forecasts and scenario-based projections
- Analyze cost structures and use accounting information to support pricing and scaling decisions
- Perform Break-Even Point Analysis and short-term decision analysis

Competencies

- Apply financial reasoning to strategic decision-making in uncertain environments
- Evaluate financial risks and sustainability trade-offs
- Communicate financial performance effectively to internal and external stakeholders

Key Topics Covered

- Financial statement analysis
- Cost structure and contribution margins
- Master budgeting and forecasting methodologies
- Cash budgeting and cash planning
- Financial governance in early-stage ventures

Digital Creativity

Course Description

This course explores the theoretical foundations and practical applications of computational systems in creative processes. It examines how algorithms, artificial intelligence, and generative models can support, augment, or autonomously produce artistic and design outputs. Through critical inquiry and applied experimentation, students investigate human–machine collaboration, creative coding practices, and the cultural implications of algorithmic creativity.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Explain theoretical perspectives on creativity in computational and cognitive contexts
- Understand key artificial intelligence techniques applied to generative media and creative systems

Skills

- Develop algorithmic and generative creative projects using computational tools
- Apply machine learning and procedural methods to creative production

Competencies

- Critically evaluate the role of automation in creative practice
- Integrate computational systems into interdisciplinary creative workflows

Key Topics Covered

- Creative imaging with code
- Musicking with code
- Digital animation
- Constructing physical objects with bits
- Interacting with the physical world

Product Design Studio – XR/AR/VR

Course Description

This studio-based course focuses on the end-to-end design and development of immersive digital products using extended reality technologies, including virtual reality, augmented reality, and mixed reality systems. It integrates principles from product design, user experience, human perception, interaction design, and immersive media production to guide students through the conceptualization, prototyping, and evaluation of XR-based applications across cultural, educational, entertainment, and entrepreneurial contexts.

Students work in interdisciplinary teams to address real-world design challenges, developing functional immersive prototypes informed by user research, technological feasibility, and strategic objectives. The studio emphasizes iterative design processes, rapid prototyping, usability testing, and experiential evaluation, fostering both creative exploration and professional product development practices.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Demonstrate advanced understanding of XR technologies, platforms, and immersive design principles
- Explain perceptual, cognitive, and interaction dynamics in virtual and augmented environments
- Analyze product design frameworks specific to immersive digital experiences

Skills

- Conduct user research and experience mapping for XR applications
- Design and prototype immersive products using XR development tools
- Integrate interaction mechanics, spatial interfaces, and narrative elements
- Evaluate usability, engagement, and performance of immersive products

Competencies

- Apply human-centered design to immersive technology development
- Translate conceptual ideas into functional XR product prototypes
- Collaborate effectively in interdisciplinary design and development teams
- Balance technological constraints with experiential quality and strategic goals

Key Topics Covered

- XR platforms, hardware, and development ecosystems
- Immersive interaction design and spatial interfaces
- User experience design for virtual and augmented environments
- Prototyping workflows and rapid iteration
- Real-time engines and immersive content creation tools
- Usability testing and experience evaluation in XR
- Narrative integration and experiential storytelling
- Accessibility and comfort in immersive design
- Ethical considerations in immersive product development
- Productization and deployment strategies for XR applications

Digital Media and Content Development

Course Description

This course examines the strategic, creative, and technological dimensions of digital content production within contemporary media ecosystems. It explores how narratives are conceptualized, produced, distributed, and optimized across digital platforms, including social media, streaming environments, interactive websites, and emerging digital formats. Integrating theories of digital communication, media studies, audience engagement, and content strategy, the course analyzes how digital media functions as a driver of cultural expression, brand value, and entrepreneurial growth.

Students develop practical competencies in multimedia storytelling, content planning, and performance evaluation while critically engaging with platform dynamics, algorithmic visibility, and ethical communication practices. Emphasis is placed on aligning creative production with strategic objectives, audience behavior, and data-informed optimization.

Learning Outcomes

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

Knowledge

- Demonstrate advanced understanding of digital media ecosystems and content strategy frameworks
- Explain how platform architectures, algorithms, and audience behaviors shape content visibility and engagement
- Analyze the cultural and economic role of digital content in creative and entrepreneurial contexts

Skills

- Design and produce multimedia content across diverse digital formats
- Develop strategic content plans aligned with organizational objectives and audience insights
- Apply analytics tools to evaluate content performance and optimize engagement
- Integrate narrative coherence across multi-platform communication channels

Competencies

- Align creative storytelling with data-informed digital strategy
- Adapt content approaches to evolving technological and cultural environments
- Manage digital content workflows collaboratively and efficiently
- Apply ethical standards in digital communication and audience engagement

Key Topics Covered

- Digital media ecosystems and platform dynamics
- Content strategy and editorial planning
- Multimedia storytelling techniques
- Visual, audio, and interactive content production

- Algorithmic visibility and audience engagement
- Community building and digital participation
- Content analytics and performance optimization
- Cross-platform narrative coherence
- Ethical issues in digital media and communication
- Emerging trends in digital content formats

Programming for Non-Programmers

Course Description

This course introduces foundational computational thinking and practical programming skills for students without prior technical training. It examines how software systems are structured, how algorithms process information, and how digital tools enable automation, data manipulation, and interactive applications across creative and entrepreneurial domains.

Rather than focusing solely on syntax, the course emphasizes problem-solving logic, abstraction, and systems reasoning, enabling students to conceptualize digital solutions and collaborate effectively with technical professionals. Through hands-on exercises and project-based learning, students develop functional prototypes that support innovation, creative production, and business experimentation.

Learning Outcomes

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

Knowledge

- Demonstrate understanding of core programming concepts, computational logic, and software system structures
- Explain how digital technologies support automation, data processing, and interactive media development
- Analyze the role of programming within innovation and creative production workflows

Skills

- Write basic programs for data manipulation, automation, and interactive tasks
- Use programming environments and libraries to develop simple applications and prototypes
- Debug and improve code through structured problem-solving approaches

Competencies

- Apply computational thinking to creative, business, and innovation challenges
- Communicate effectively with technical specialists using shared conceptual frameworks
- Translate conceptual ideas into functional digital prototypes
- Adapt programming tools to evolving technological contexts

Key Topics Covered

- Computational thinking and problem decomposition
- Programming fundamentals: variables, control structures, and functions
- Data handling and basic algorithms
- Automation and scripting for productivity
- Introduction to APIs and data integration
- Interactive application development
- Debugging and code optimization principles
- Prototyping digital systems for innovation projects
- Ethical considerations in software development

Creative Acceleration Workshop - Phase A

Course Description

This workshop introduces participants to the development of creative ventures rooted in purpose and artistic expression, rather than solely in commercial opportunity. Students from diverse backgrounds - including visual artists, filmmakers, performing artists, musicians, designers, technologists, and managers- explore the vision, values, and cultural or social need they want to address. The workshop uses creative methods such as reflective purpose formulation, audience and community research, ecosystem mapping, and examination of the specific conditions faced by creator-founders, including income uncertainty, project-based work, and multiple professional roles. Emphasis is placed on preserving artistic integrity and creative autonomy as an idea develops into a venture. Teams formulate a value proposition with cultural and social impact and an initial viability hypothesis.

Learning Outcomes

By the end of the course, students will be able to:

Knowledge

- Explain how purpose and artistic expression can inform the development of creative ventures beyond a focus on commercial opportunity.
- Analyze the cultural, social, and professional contexts of creator-founders, including income uncertainty, project-based work, and multiple professional roles.

Skills

- Apply reflective purpose formulation, audience and community research, and ecosystem mapping to identify a venture's vision, values, and intended need.
- Develop a value proposition with cultural or social impact and formulate an initial hypothesis about the venture's viability.

Competencies

- Articulate a creative venture concept grounded in an artistic vision, personal or collective values, and a cultural or social need.

- Balance early considerations of viability with the preservation of artistic integrity and creative autonomy.
- Collaborate across disciplines to shape a purpose-led creative venture with potential cultural and social impact.

Key Topics Covered

- Purpose-led and artistically driven venture creation
- Vision, values, and cultural or social needs
- Audience and community research
- Creative and cultural ecosystem mapping
- Creator-founder conditions: income uncertainty, project-based work, and multiple professional roles
- Cultural and social value propositions and initial viability hypotheses

Impact Workshop - Phase A (Idea Generation)

Course Description

This workshop-based course focuses on the systematic generation, exploration, and refinement of innovative ideas within creative, technological, and entrepreneurial contexts. It integrates theories of creativity, cognitive processes, and collaborative innovation with practical ideation methodologies used in design, entrepreneurship, and cultural production.

Students engage in intensive creative sprints, problem-framing exercises, and collaborative ideation sessions that move beyond spontaneous brainstorming toward structured, research-informed creativity. Emphasis is placed on divergent and convergent thinking processes, interdisciplinary collaboration, and rapid concept testing. The workshop develops students' capacity to generate high-quality ideas that are novel, relevant, and strategically viable.

Learning Outcomes

Upon successful completion of this workshop, students will be able to:

Knowledge

- Demonstrate understanding of creativity theories and innovation ideation frameworks
- Explain cognitive mechanisms underlying idea generation and creative problem-solving
- Analyze the role of structured creativity within innovation processes

Skills

- Apply systematic ideation techniques to complex challenges
- Facilitate collaborative creative sessions and design sprints
- Translate abstract concepts into structured opportunity statements
- Evaluate and refine ideas using feasibility and impact criteria

Competencies

- Generate innovative solutions in uncertain and ambiguous contexts
- Collaborate effectively across disciplines in creative problem-solving
- Integrate creativity methods into entrepreneurial and design workflows
- Balance originality with strategic relevance

Key Topics Covered

- Theories of creativity and innovation
- Divergent and convergent thinking processes
- Problem framing and reframing techniques
- Structured ideation methods (design sprints, creative matrices, SCAMPER, etc.)
- Collaborative creativity and team dynamics
- Rapid concept testing and feedback loops
- Opportunity recognition and evaluation
- Creativity under constraints
- From idea to early concept development

Innovation & Entrepreneurship II: Go-To-Market Strategies and Experimental Design

Course Description

This course builds upon early-stage validation by focusing on market entry strategies, customer acquisition models, and evidence-based scaling approaches. Students examine how ventures transition from problem–solution fit to sustainable growth through structured experimentation, pricing strategies, channel development, and performance metrics. Emphasis is placed on hypothesis-driven growth and adaptive strategic execution.

Learning Outcomes

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

Knowledge

- Understand go-to-market frameworks, growth models, and customer acquisition strategies
- Explain experimental design principles applied to market testing and scaling

Skills

- Design market entry strategies and pricing structures
- Implement and analyze growth experiments using quantitative performance indicators

Competencies

- Apply data-informed decision-making to scaling initiatives
- Adapt strategic approaches in response to market feedback and uncertainty

Key Topics Covered

- Market segmentation and targeting strategies
- Customer acquisition channels and funnels
- Pricing and revenue optimization
- Growth experimentation frameworks
- Key performance metrics and analytics
- Scaling risks and strategic pivots

Marketing and Behavioral Science

Course Description

This course provides an interdisciplinary examination to marketing, behavioral science, and research methods, equipping students with the conceptual and analytical foundations needed to understand users, consumers, and markets in innovation-driven, technology-enabled, and cultural contexts.

The course combines strategic marketing perspectives with insights from consumer psychology and behavioral science to examine how individuals perceive information, form preferences, make decisions, and interact with products, services, brands, and digital environments. It explores how organizations can design more effective value propositions, communication strategies, customer experiences, and behavioral interventions by understanding human decision-making and market dynamics.

A central emphasis is placed on evidence-based decision-making and experimentation. Students are introduced to core marketing and behavioral research approaches used to generate consumer insights, test assumptions, and evaluate interventions in entrepreneurial, technological, and creative settings. Examples are drawn from digital platforms, innovation ecosystems, cultural industries, and technology-mediated consumer experiences.

By integrating strategic marketing, behavioral science, and empirical research methods, the course prepares students to critically evaluate and develop marketing and innovation strategies grounded in a robust understanding of human behavior.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Critically explain core theories and concepts in marketing strategy, consumer psychology, and behavioral science relevant to innovation-driven, technology-enabled, and cross-cultural markets.
- Evaluate how consumer behavior, digital environments, and cultural contexts shape marketing decisions, customer experiences, and market outcomes.
- Demonstrate advanced understanding of research and experimentation approaches used to generate consumer insights and inform evidence-based marketing decisions.

Skills

- Analyse consumer behavior and market dynamics to develop and evaluate strategic marketing decisions.
- Apply behavioral science principles to design and assess marketing, communication, and customer engagement strategies.
- Critically interpret consumer, market, and behavioral data to support evidence-based decision-making in complex environments.

Competencies

- Integrate strategic marketing, behavioral insights, and empirical evidence in addressing innovation and market challenges.
- Exercise independent judgment in evaluating marketing opportunities, strategic alternatives, and behavioral interventions under conditions of uncertainty.
- Adapt marketing strategies and decision-making approaches to digital, international, and culturally diverse market contexts.

Key Topics Covered

- Marketing, value creation, and market orientation
  The role of marketing in creating customer value and shaping organizational strategy in dynamic markets.
- Strategic marketing and competitive positioning
  Segmentation, targeting, positioning, value propositions, and sources of competitive advantage.
- Consumer psychology and decision-making
  Perception, attention, motivation, emotions, memory, and the psychological processes underlying consumer choice.
- Behavioral science and consumer influence
  Heuristics, biases, persuasion, social influence, choice architecture, and behavioral interventions.
- Digital consumer behavior and technology-mediated markets
  Digital platforms, personalization, AI-enabled interactions, user engagement, and technology adoption.
- Brand strategy, customer experience, and cultural consumption
  Branding, symbolic consumption, customer journeys, storytelling, and consumer experiences in cultural and creative contexts.
- International and cross-cultural marketing
  Cultural influences on consumer behavior, global market differences, and strategic adaptation across international contexts.
- Marketing research and consumer insight generation
  Research design, qualitative and quantitative methods, consumer insight generation, and evidence-based marketing inquiry.
- Experimental methods and market testing
  Experimental design, A/B testing, causal inference, and evaluation of marketing and behavioral interventions.

- Marketing strategy in innovation and technology contexts
  Strategic decision-making in innovation-driven markets, including emerging technologies, platform ecosystems, and evolving consumer trends.

Strategy in Arts and Culture

Course Description

This course examines how organizations and ventures in the creative and cultural economy clarify their strategic purpose and develop sustainable ways to create, support, and sustain multiple forms of value. It places business model design within the broader context of strategic choices concerning direction, scope of activities, differentiation, collaboration, and long-term organizational sustainability. A central focus is the distinction between strategy and the business model: strategy concerns the fundamental choices that determine long-term direction, while the business model describes the organizational arrangement through which that direction is pursued. Existing arrangements are also examined as evidence of realized strategy, which may result from deliberate choices, institutional constraints, necessity, or path dependence.

Established strategy and business model tools are critically adapted to fields characterized by symbolic and experiential value, uncertain demand, project-based work, mixed public and private funding, platform intermediation, and public or cultural responsibilities. Innovation is understood as the reconfiguration of relationships among artistic work, audiences, activities, capabilities, partnerships, infrastructure, and resource flows, rather than simply as the invention of a new revenue mechanism. Through case studies and applied exercises, students compare alternative organizational configurations and examine their implications for artistic and cultural purpose, access, resilience, accountability, and adaptation.

Learning Outcomes

By the end of the course, students will be able to:

Knowledge

- Distinguish strategy from the business model and explain how realized strategy may reflect deliberate choices, institutional constraints, necessity, or path dependence.
- Analyze how strategic and business model choices are shaped by the distinctive conditions of the creative and cultural economy.

Skills

- Compare alternative strategic and organizational configurations, including their choices concerning direction, scope, differentiation, collaboration, and resources.
- Assess how alternative configurations affect artistic and cultural purpose, access, resilience, accountability, and organizational adaptation.

Competencies

- Formulate strategic directions and organizational arrangements that support sustainable value creation while respecting artistic and cultural purpose.
- Integrate audiences, activities, capabilities, partnerships, infrastructure, and resource flows when designing or evaluating business models.
- Critically evaluate strategic trade-offs and justify choices in uncertain creative and cultural contexts.

Key Topics Covered

- Strategic purpose, direction, scope, and differentiation in the creative and cultural economy.
- The distinction between strategy, business models, and realized strategy.
- Path dependence, institutional constraints, necessity, and deliberate strategic choice.
- Business model design amid symbolic and experiential value, uncertain demand, project-based work, mixed funding, and platform intermediation.
- Innovation as the reconfiguration of artistic work, audiences, activities, capabilities, partnerships, infrastructure, and resource flows.
- Evaluating organizational configurations in relation to cultural purpose, access, resilience, accountability, and adaptation.

Organizing and Leading Creative Work

Course Description

This course examines how creative work is organized and led in arts, cultural, and creative-sector organizations. It starts from the premise that management is not external to artistic or creative practice. Organizational structures, coordination mechanisms, cultures, and leadership relationships shape the conditions under which creative judgment can be exercised and collective work can be accomplished. At the same time, creative work resists straightforward managerial control. It requires autonomy, expertise, experimentation, and trust, while organizations must also ensure coordination, accountability, and long-term sustainability.

For this reason, the course connects organizational design with leadership rather than treating them as separate subjects. It examines formal authority and informal influence; structures, roles, and coordination; organizational culture, motivation, and psychological safety; communication, conflict, and feedback; and classical and contemporary leadership theories. Particular attention is given to creative, plural, distributed, and dual leadership. The course also explores tensions between artistic and managerial logics, individual vision and collective creation, and creative freedom and organizational responsibility. Through case studies and applied exercises, students learn to diagnose these tensions and formulate context-sensitive responses.

Learning Outcomes

Upon successful completion of this studio, students will be able to:

Knowledge

- Explain how organizational structures, coordination mechanisms, cultures, and leadership relationships shape creative judgment and collective work.
- Analyze classical and contemporary leadership theories and approaches, including creative, plural, distributed, and dual leadership.

Skills

- Diagnose organizational and leadership challenges in creative settings by analyzing structures, roles, authority, influence, and coordination.
- Develop context-sensitive responses to challenges involving communication, conflict, feedback, motivation, and psychological safety.

Competencies

- Balance creative autonomy, expertise, experimentation, and trust with the need for coordination, accountability, and organizational sustainability.
- Facilitate collective creative work through adaptive leadership and appropriate organizational arrangements.
- Address tensions between artistic and managerial priorities, individual vision and collective creation, and creative freedom and organizational responsibility.

Key Topics Covered

- Organizational design and coordination in arts, cultural, and creative-sector organizations
- Formal authority, informal influence, roles, and organizational structures
- Organizational culture, motivation, and psychological safety
- Communication, conflict, feedback, and collaboration in creative teams
- Classical and contemporary leadership theories, including creative, plural, distributed, and dual leadership
- Tensions between artistic and managerial logics, autonomy and accountability, and individual vision and collective creation

IP Management and Licensing

Course Description

This course examines intellectual property as both a legal framework and a strategic asset within innovation and creative industries. It analyzes copyright, patent, trademark, and design protection regimes, as well as licensing models and technology transfer mechanisms. Students evaluate how intellectual property strategies influence commercialization, competitive positioning, and cross-border expansion, particularly in digital and platform-based markets.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Demonstrate understanding of intellectual property systems and international protection frameworks
- Explain licensing structures and commercialization pathways

Skills

- Identify appropriate protection strategies for creative and technological outputs
- Analyze licensing agreements and intellectual property portfolios
- Assess infringement risks and mitigation strategies

Competencies

- Integrate intellectual property considerations into business and innovation strategies
- Balance openness and protection in collaborative innovation ecosystems
- Navigate cross-jurisdictional IP considerations

Key Topics Covered

- Copyright, patents, trademarks, and design rights
- Licensing models and royalty structures
- Technology transfer and commercialization strategies
- IP in digital and AI-driven contexts
- Enforcement, dispute resolution, and risk management

Audience Development

Course Description

This course approaches audience development as a strategic, ongoing process of attracting audiences, retaining them, and deepening their relationships with cultural and creative products and experiences. Contemporary scholarship shifts the focus from transactional marketing, which aims simply to attract audiences, toward participation and the enrichment of audience experience, particularly in digital environments. The course also examines the view that audience engagement is built through everyday, repeated practices, and not only through exceptional events. It covers audience research and segmentation; barriers to participation, including economic, social, cognitive, and physical barriers; participatory and co-creative engagement; and strategies for accessibility and inclusion.

Students explore how data and digital tools -including platforms, communities, subscription models, and analytics- can be used to design and measure audience journeys and build long-term loyalty. The course compares audience development practices across different arts and creative sectors, including live performance and festivals, music and digital releases, publishing, and games. It examines how sector-specific conditions, such as distribution models, the role of platforms, and the nature of the relationship with audiences, shape strategic choices. It also considers the tensions between innovation in communication and audience engagement, on the one hand, and maintaining the identity and mission of an organization or creator, on the other.

Learning Outcomes

By the end of the course, students will be able to:

Knowledge

- Explain audience development as a strategic process involving audience attraction, retention, participation, and long-term relationship building.
- Analyze how audience behavior, barriers to participation, digital environments, and sector-specific conditions shape engagement strategies.

Skills

- Conduct audience research and segmentation, and identify economic, social, cognitive, and physical barriers to participation.
- Design and evaluate audience journeys using appropriate engagement approaches, digital tools, and data.

Competencies

- Develop inclusive and accessible audience development strategies that support meaningful participation and co-creation.
- Adapt audience engagement approaches to the distribution models, platforms, and audience relationships of different creative sectors.
- Balance innovation in communication and engagement with the identity and mission of an organization or creator.

Key Topics Covered

- Audience development, participation, and audience experience
- Audience research, segmentation, and barriers to participation
- Participatory and co-creative engagement; accessibility and inclusion
- Audience journeys, digital platforms, communities, subscription models, and analytics
- Audience development across live performance, music, publishing, and games
- Long-term audience loyalty and the balance between engagement innovation and organizational or creator identity

User Experience and Human-Centered Innovation

Course Description

This course introduces principles and practices of User Experience (UX), Human-Centered Design, and innovation-driven digital product design. It explores how interactive systems, software applications, and digital services can be designed to be intuitive, usable, accessible, and engaging for users. Emphasis is placed on understanding human cognition, behavior, perception, and emotion in order to create interfaces and interactions that feel natural and easy to learn, particularly in the context of innovative technologies and emerging digital products.

The course combines theoretical foundations with practical design methodologies including user research, interaction design, information architecture, prototyping, usability evaluation, onboarding design, accessibility, and design thinking. Students will learn how to identify user needs, transform insights into innovative product ideas, and iteratively develop and evaluate user-centered solutions. The course also examines contemporary interaction paradigms, while addressing ethical and inclusive design considerations.

Learning Outcomes

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

Knowledge

- Understanding of user onboarding and user adoption strategies
- Awareness of accessibility, inclusiveness, and the ethical implications of innovation
- Understanding of human-centred problem-solving and innovation principles
- Understanding of design thinking and iterative product development principles

Skills

- Search for, analysis and synthesis of data and information, with the use of the necessary technology
- Decision-making
- Production of new research ideas
- Project planning and management
- Human-centred problem solving and innovation thinking
- Design thinking and iterative product development
- Ability to design intuitive and learnable interfaces
- Analytical evaluation of interactive products and services
- Creativity in digital product and interaction design
- Communication and presentation of design concepts and product ideas
- Production of free, creative and inductive thinking
- Criticism and self-criticism

Competencies

- Adapting to new situations
- Working independently
- Teamwork
- Working in an interdisciplinary environment
- Respect for difference and multiculturalism
- Showing social, professional and ethical responsibility and sensitivity to gender issues
- Collaboration within multidisciplinary UX, design, and technology teams
- Applying accessibility, inclusiveness, and ethical principles in the design and development of innovative solutions

Key Topics Covered

- Introduction to HCI, UX & Innovation-Driven Design
- Interaction Design Principles & Usability Engineering
- Usable Things
- Human Cognition, Perception & Mental Models
- Understanding Users & User Research Methods
- Designing User Journeys & Onboarding Experiences
- Information Architecture & Interface Ecosystems
- Ideation, Creativity & Innovation Methods
- Prototyping & Iterative Design
- Visual Design, Emotional Design & Product Identity
- Design Thinking, Lean UX & Rapid Innovation
- Usability Evaluation & UX Metrics
- Accessibility, Ethical Design & Responsible Innovation
- Emerging Technologies & Future Interaction Paradigms
- Product Strategy, Innovation & Entrepreneurship
- Innovation Project Presentations & Interactive Joint Evaluation

AI-Enabled Tech Development

Course Description

This course examines how artificial intelligence technologies are increasingly used to facilitate, accelerate, and transform the application development lifecycle across digital products, creative technologies, and innovation-driven ventures. It focuses on the integration of AI-assisted development tools, intelligent automation, generative systems, and data-driven decision frameworks that enhance speed, scalability, and quality in software and product development processes.

Rather than treating AI solely as an end product, the course positions AI as an enabling infrastructure for rapid prototyping, code generation, testing automation, user experience personalization, and continuous product optimization. Students explore how machine learning models, generative AI, low-code and no-code platforms, and intelligent development environments reshape traditional engineering workflows. The course also addresses system architecture, deployment strategies, and responsible innovation considerations associated with AI-accelerated development.

Through applied projects and real-world case studies, students develop functional AI-enabled applications while critically assessing productivity gains, limitations, and ethical implications.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Demonstrate advanced understanding of AI-assisted development paradigms and intelligent automation systems

- Explain how generative models, machine learning services, and low-code platforms accelerate application development
- Analyze organizational and strategic implications of AI-enabled development workflows

Skills

- Utilize AI-based tools for rapid prototyping, code generation, testing, and deployment
- Integrate machine learning APIs and generative services into application architectures
- Automate development pipelines using intelligent development environments
- Evaluate performance, scalability, and reliability of AI-enabled applications

Competencies

- Design and implement AI-accelerated digital products efficiently and responsibly
- Adapt development strategies to leverage emerging intelligent tooling ecosystems
- Balance speed of innovation with quality, security, and ethical considerations
- Collaborate effectively within interdisciplinary product development teams

Key Topics Covered

- AI-assisted software development environments
- Generative AI for code, design, and content generation
- Low-code and no-code development platforms
- Intelligent automation in testing and deployment pipelines
- Machine learning APIs and cloud-based AI services
- Rapid prototyping with AI-driven tools
- Continuous integration and intelligent DevOps
- Personalization and adaptive user experiences
- Security, reliability, and governance in AI-enabled applications
- Ethical and responsible AI-enabled development

The New Analogue

Course Description

This course examines the analogue not as a nostalgic return to older technologies, but as a distinct and increasingly consequential category of contemporary experience design. It begins from the premise that today's reconstitution of the analogue is not equivalent to the analogue of the past: the field spans a spectrum, from wholly analogue and non-digital media, to non-connected devices, to algorithmic systems that remain non-extractive, rather than presenting a binary opposition between analogue and digital. The course argues that analogue technologies cannot be understood through their historical or nostalgic framing alone; instead, students consider what an analogue photograph or a non-connected device means and does today, within a digitally saturated cultural and experience economy.

Each session follows the same three-part structure: a theoretical session mapping the various dimensions of the phenomenon, an interview with practitioners from different creative fields, and a discussion with students.

Across the course, the interviews move through a series of applied analogue experience areas: analogue photography, retail, fashion and handmade/craft production, sound, constrained or non-connected computing and more. Students examine how these practices generate cultural value and audience engagement precisely through materiality, physical constraints and disconnection.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Demonstrate understanding of the analogue as a spectrum of practices and technologies rather than a binary opposition to the digital
- Explain how materiality, physical constraints, and disconnection shape experience, cultural value, and audience engagement
- Analyze the persistence and reinterpretation of established technologies within contemporary cultural and creative sectors

Skills

- Analyze analogue, non-connected, and material practices across diverse creative and cultural fields
- Evaluate the experiential, cultural, and technological implications of analogue and digital approaches
- Engage critically with practitioners' work through structured interviews and discussion
- Develop and communicate concepts for analogue-informed experiences to audiences

Competencies

- Apply analogue thinking to creative, cultural, and entrepreneurial projects
- Integrate analogue and digital approaches in the design of experiences
- Critically assess narratives of technological progress, obsolescence, and connectivity
- Make informed decisions about when materiality and disconnection add value

Key Topics Covered

- The analogue as a spectrum rather than a binary: wholly analogue, non-algorithmic, non-extractive, and non-connected forms, alongside parallel narratives
- Rethinking analogue media, devices, and technological histories in a digitally saturated context
- "Zombie technologies" and the persistence of legacy technologies
- Materiality, physical constraint, and disconnection as sources of cultural value
- Analogue photography and image-making practices
- Analogue retail and experience design
- Fashion, craft, and handmade production
- Analogue and material approaches to sound and music
- Low-tech, low-energy, and non-connected devices and constrained computing
- Curating and communicating analogue experience to contemporary audiences

Physical Computing-IoT, Networked Objects, and Location-Based Experiences

Course Description

This course examines the design and implementation of interactive systems that integrate digital computation with physical environments through embedded technologies, connected objects, and spatially situated media. Drawing on principles from physical computing, human–computer interaction, ubiquitous computing, and experience design, the course explores how sensor networks, microcontrollers, and location-aware technologies enable responsive, adaptive, and participatory environments.

Students investigate how networked objects and spatial computing infrastructures create new forms of creative expression, cultural engagement, and technological innovation across public spaces, exhibitions, smart environments, and urban contexts. Emphasis is placed on the conceptualization, prototyping, and evaluation of location-based experiences and interactive installations that respond to human presence, movement, and environmental data. The course integrates technical development with experiential design while critically addressing usability, privacy, sustainability, and ethical considerations.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Demonstrate advanced understanding of physical computing systems, embedded architectures, and networked interaction models
- Explain principles of location-aware technologies and spatial data integration
- Analyze the role of connected objects in contemporary experience design and innovation ecosystems

Skills

- Design and build interactive hardware systems using sensors, actuators, and microcontrollers
- Program real-time interaction and networked communication between devices and platforms
- Develop location-based digital experiences integrating spatial data and user interaction
- Test and refine interactive systems for reliability, responsiveness, and user engagement

Competencies

- Integrate digital–physical interaction design into creative and technological projects
- Develop scalable networked systems for public and cultural environments
- Apply user-centered principles to physical and spatial computing contexts
- Address ethical, privacy, and sustainability challenges in connected experiential systems

Key Topics Covered

- Foundations of physical computing and embedded systems
- Sensor technologies and interactive feedback mechanisms

- Microcontrollers and prototyping platforms
- Networked objects and Internet of Things architectures
- Location-based services and spatial data systems
- Interactive installations and responsive environments
- Human–computer interaction in physical and urban spaces
- System integration and performance optimization
- Sustainability in hardware and experiential design
- Ethical and privacy considerations in spatial and connected technologies

Creative Acceleration Workshop – Phase B

Course Description

This studio-based course serves as the first phase of an advanced creative acceleration sequence focused on the integration of artistic practice and emerging technologies. It provides a structured yet exploratory environment in which students experiment with advanced tools, computational systems, immersive technologies, interactive media, and hybrid material processes to develop conceptually grounded creative works.

The studio emphasizes artistic research, conceptual rigor, and technological experimentation as mutually reinforcing processes. Students are encouraged to critically investigate the cultural, aesthetic, and societal implications of creative technologies while developing technically informed prototypes and artistic frameworks. Phase 1 focuses on exploration, experimentation, and conceptual development rather than full-scale production, laying the groundwork for advanced refinement in Phase 2.

Learning Outcomes

Upon successful completion of this studio, students will be able to:

Knowledge

- Demonstrate advanced understanding of contemporary creative technology practices and artistic research methodologies
- Explain the relationship between artistic intent, technological affordances, and audience experience
- Analyze historical and contemporary intersections of art and technology

Skills

- Experiment with advanced creative tools and emerging media technologies
- Develop concept-driven prototypes integrating artistic and technical components
- Document and critically reflect on creative experimentation processes
- Present and articulate artistic research concepts within interdisciplinary contexts

Competencies

- Integrate artistic thinking with technological innovation
- Navigate uncertainty and experimentation in creative development processes

- Critically assess the aesthetic, cultural, and ethical implications of creative technologies
- Prepare conceptually robust and technically informed projects for further development

Key Topics Covered

- Artistic research methodologies
- Advanced creative technology tools and platforms
- Generative and computational art practices
- Interactive and immersive media experimentation
- Hybrid material and digital processes
- Concept development and artistic positioning
- Critical discourse on art, technology, and society
- Documentation and reflection in creative practice
- Experimental prototyping and iteration
- Preparation for production-oriented development (Phase 2)

Impact Workshop - Phase B (Idea Acceleration)

Course Description

This workshop-based course focuses on the systematic transformation of early-stage ideas into validated, scalable, and strategically coherent innovation concepts. It integrates methodologies from lean entrepreneurship, design thinking, rapid prototyping, and business experimentation to accelerate the development of creative and technological initiatives.

Students engage in intensive iterative cycles of concept refinement, user testing, prototype development, and strategic adjustment. Emphasis is placed on translating conceptual ideas into implementable solutions supported by evidence, strategic logic, and early operational planning. The workshop fosters entrepreneurial mindset development, interdisciplinary collaboration, and continuous learning through real-world feedback.

Learning Outcomes

Upon successful completion of this workshop, students will be able to:

Knowledge

- Demonstrate understanding of innovation acceleration frameworks and iterative development models
- Explain processes for transforming concepts into validated venture or project proposals
- Analyze risk, feasibility, and scalability considerations in early-stage innovation

Skills

- Develop and refine prototypes and minimum viable products
- Conduct rapid user testing and incorporate feedback into design iterations
- Construct early business logic and operational assumptions
- Present and defend accelerated concepts to stakeholders

Competencies

- Translate creative ideas into strategically viable innovation initiatives
- Apply evidence-based decision-making under uncertainty
- Collaborate effectively in interdisciplinary innovation teams
- Adapt concepts rapidly in response to real-world feedback

Key Topics Covered

- Innovation acceleration methodologies
- Rapid prototyping and iterative testing
- User feedback integration and learning loops
- Feasibility and scalability assessment
- Early business and operational modeling
- Risk analysis and validation strategies
- Stakeholder engagement and pitching
- Transition from concept to implementation readiness

Innovation & Entrepreneurship III: Financial Modelling and Strategic Planning

Course Description

This course focuses on the strategic design, evaluation, and transformation of business models within innovation-driven and creative ventures. It examines how organizations create, deliver, and capture value in dynamic technological, cultural, and market environments. Integrating theories of strategic management, entrepreneurship, and business model innovation, the course enables students to analyze competitive positioning, revenue architectures, cost structures, and ecosystem dynamics that shape long-term venture sustainability.

Students explore strategic planning processes under conditions of uncertainty, including scenario analysis, resource allocation, growth strategy formulation, and adaptive strategy frameworks. Particular emphasis is placed on the interaction between business model design and broader innovation ecosystems, platform dynamics, and regulatory environments. Through applied modeling exercises and strategic case analysis, students develop robust strategic plans aligned with evolving market opportunities.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Demonstrate advanced understanding of business model innovation theory and strategic management frameworks
- Explain value creation mechanisms within entrepreneurial and creative ecosystems
- Analyze competitive dynamics, platform strategies, and network effects

Skills

- Design and evaluate innovative business model architectures
- Conduct market and competitive analysis to inform strategic planning
- Develop strategic roadmaps incorporating growth scenarios and resource constraints
- Model revenue streams, cost structures, and scalability pathways

Competencies

- Integrate strategic thinking with innovation and venture development
- Adapt business models to technological disruption and market change
- Assess strategic risks and opportunity trade-offs
- Align organizational capabilities with long-term strategic objectives

Key Topics Covered

- Business model innovation frameworks and tools
- Value proposition and revenue architecture design
- Cost structures and scalability analysis
- Competitive strategy and positioning
- Platform and ecosystem-based business models
- Network effects and market dynamics
- Strategic planning under uncertainty
- Scenario analysis and strategic foresight
- Resource orchestration and capability development
- Risk management and strategic adaptation

Production Management and Distribution

Course Description

This course examines how creative and cultural works are organized, produced, and presented, starting from the typology of the works themselves: the categories of creative and cultural output the program works with set the basis for how their production and presentation are planned and discussed. Production and presentation are organized around a matrix of organization, execution, production, and presentation, applied across both material and digital formats, so that the same project can be examined from how it is organized and executed through to how it is produced and ultimately presented to an audience.

Distribution, particularly in digital contexts, is approached through case studies across formats such as XR/VR and games, in dialogue with practitioners working in production, distribution, and AI-assisted production organization. A central focus of the course is how value is generated and realized across this process, through three flows that run through creative and cultural production: money, content, and rights. Value is not always directly monetary, and the course examines cases where it instead secures future funding or market access rather than producing immediate revenue. These value flows, together with the different budget and market structures across sectors such as theatre, dance, and immersive media, connect production and distribution decisions to financing, intellectual property, and business-model considerations addressed elsewhere in the program.

Learning Outcomes

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

Knowledge

- Explain the organizational logic underlying the production and presentation of creative and cultural works, from typology to execution
- Describe the organization–execution–production–presentation matrix as it applies across material and digital formats
- Explain how money, content, and rights flows generate value across the creative and cultural production chain

Skills

- Apply a typology-based framework to plan the production and presentation of creative and cultural works
- Analyze digital distribution strategies through case studies across different media and formats
- Evaluate budgeting and cost structures appropriate to different creative and cultural sectors
- Connect production and distribution decisions to financing, legal, and business-model considerations

Competencies

- Apply structured production and distribution thinking across diverse creative and cultural sectors
- Integrate production planning with financing, intellectual property, and business-model considerations
- Critically assess how value is generated and realized across a production and distribution chain
- Collaborate effectively with practitioners and other disciplines involved in creative production processes

Key Topics Covered

- Typology of creative and cultural works as the basis for production and presentation planning
- The organization–execution–production–presentation matrix, applied across material and digital formats
- Case-based approaches to digital distribution (e.g., XR/VR, games)
- AI-assisted production organization and audio-visual production stacks
- Money, content, and rights flows in creative and cultural industries
- Monetary and non-monetary value, and their relationship to revenue and financing
- Intellectual property and legal considerations in production and distribution
- Connecting production and distribution decisions to financing and business modeling
- Toward a coherent experience across production, presentation, and distribution channels

Strategic Brand Management

Course Description

This course examines branding as a strategic organizational capability that shapes value creation, competitive advantage, and long-term stakeholder relationships. It explores how brands function as systems of meaning, trust, and differentiation across consumer markets, cultural industries, digital platforms, and innovation-driven ventures. The course integrates theories from marketing strategy, consumer psychology, cultural studies, and communication to analyze how brand identities are constructed, managed, and evolved over time.

Students investigate brand positioning, equity development, brand architecture, narrative coherence, and reputation management in dynamic technological and cultural environments. Particular attention is given to branding within creative industries and entrepreneurial contexts, where symbolic value, community engagement, and digital interaction play central roles. Through applied case analysis and strategic brand planning exercises, students develop the ability to design, implement, and evaluate brand strategies aligned with organizational objectives and market realities.

Learning Outcomes

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

Knowledge

- Demonstrate advanced understanding of brand strategy theory, brand equity models, and identity systems
- Explain the psychological, cultural, and economic functions of brands in contemporary markets
- Analyze how digital transformation reshapes brand–consumer relationships

Skills

- Conduct brand audits and competitive positioning analyses
- Develop coherent brand strategies, including identity, narrative, and communication frameworks
- Design brand architecture systems across products, services, and platforms
- Evaluate brand performance using qualitative and quantitative indicators

Competencies

- Integrate branding into organizational and innovation strategy
- Manage brand consistency while enabling adaptive evolution
- Align brand value creation with consumer experience and stakeholder trust
- Apply strategic thinking to long-term brand equity development

Key Topics Covered

- Brand identity, positioning, and differentiation
- Brand equity theory and measurement
- Consumer perception and brand meaning

- Narrative branding and storytelling strategy
- Brand architecture and portfolio management
- Digital branding and community engagement
- Experience-based brand building
- Reputation management and crisis communication
- Brand innovation and rebranding strategies
- Metrics and analytics for brand performance

XR for Culture, Heritage and Creative Industries

Course Description

This course examines the conceptual, technical, and organizational dimensions of producing content for emerging media environments, including virtual and augmented reality, interactive film, real-time engines, generative systems, hybrid installations, and cross-platform immersive experiences. It situates production within both creative and industrial contexts, addressing workflow integration, interdisciplinary collaboration, and technological constraints. Students engage in project-based production processes that require the coordination of narrative design, technical implementation, user interaction, and distribution strategy. Particular attention is given to the evolving aesthetics and grammar of immersive and interactive storytelling, as well as to professional standards in project management and media delivery.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Demonstrate understanding of production pipelines specific to immersive, interactive, and generative media formats
- Analyze narrative structures and aesthetic strategies within non-linear and participatory storytelling environments
- Explain technical and organizational constraints shaping emerging media production

Skills

- Plan and manage interdisciplinary production workflows from concept development to final deployment
- Integrate audiovisual assets, real-time rendering systems, and interactive mechanics into cohesive media experiences
- Evaluate distribution channels and audience engagement strategies for immersive media

Competencies

- Execute complex production projects within defined technical, budgetary, and temporal constraints
- Critically assess emerging media formats in relation to artistic intent, audience reception, and commercial viability

- Demonstrate professional collaboration across creative and technical domains

Key Topics Covered

- Immersive and interactive storytelling grammars
- Real-time engines and production environments
- Cross-media integration and transmedia strategies
- Production management methodologies
- Quality assurance, usability testing, and iteration
- Distribution models for immersive and hybrid media

Data, Business Analytics and Visualization

Course Description

This course develops advanced data literacy and analytical capabilities for innovation-driven and creative organizations. It introduces quantitative reasoning, performance measurement systems, and data visualization methodologies that support evidence-based strategic decision-making. Students learn to interpret and contextualize business, user, and operational data, translating analytical outputs into actionable insights. Emphasis is placed on critical interpretation, avoiding misrepresentation, and integrating analytics into entrepreneurial, cultural, and technological strategies.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- Demonstrate understanding of statistical reasoning, performance metrics, and analytical frameworks relevant to startups and creative enterprises
- Explain the strategic role of data in organizational learning and competitive positioning

Skills

- Analyze structured and semi-structured datasets using appropriate analytical tools
- Develop dashboards and visual representations that communicate complex information clearly and accurately
- Interpret analytical results in relation to strategic objectives

Competencies

- Integrate data-driven reasoning into innovation processes and venture management
- Critically evaluate data quality, limitations, and potential bias
- Communicate analytical findings effectively to diverse stakeholder audiences

Key Topics Covered

- Descriptive, diagnostic, and predictive analytics

- Key performance indicators for digital and creative ventures
- Data visualization principles and cognitive perception
- Dashboard development and performance tracking
- Decision-making under uncertainty
- Ethical data interpretation and responsible reporting

Environment & Design

Course Description

This course focuses on exploring the relationship between environmental challenges, design, and innovation, while simultaneously introducing students to systems thinking as a fundamental approach for understanding complex ecological, social, technological, and cultural interdependencies. The core pillars of the course are the concepts of biodesign, which examines design involving living systems, biological processes, and bio-based materials, and geodesign, which approaches design with an emphasis on place, spatial analysis, and the use of environmental data.

Through theoretical frameworks, case studies, and applied exercises, students examine principles of sustainability, circular economy, regenerative design, and climate-change resilience. Particular emphasis is placed on the ethical, social, and cultural dimensions of environmental design, such as environmental justice, the importance of local knowledge, and the critical evaluation of techno-centric solutions.

The course concludes with the development of an applied design project, through which students formulate well-documented proposals for sustainable and regenerative innovation.

Learning Outcomes

Upon successful completion of this course, students will be able to:

Knowledge

- The systemic relationships between environmental challenges, design, and innovation, including ecological, social, technological, and cultural interdependencies.
- Core concepts and theoretical frameworks of biodesign and geodesign, as well as principles of sustainability, circular economy, regenerative design, and climate-change resilience.
- Ethical, social, and cultural dimensions of environmental design, including environmental justice, the role of local knowledge, and critiques of techno-centric approaches.

Skills

- Apply systems thinking to analyze complex environmental design problems across multiple scales and contexts.
- Use principles and methods of biodesign and geodesign to develop place-based, data-informed, and environmentally responsible design proposals.
- Critically assess environmental design solutions using sustainability criteria, ethical considerations, and evidence from relevant literature and case studies.

Competencies

- Design and communicate well-substantiated proposals for sustainable and regenerative innovation in response to environmental challenges.
- Integrate interdisciplinary perspectives and stakeholder considerations into environmental design processes.
- Demonstrate responsible professional judgment and autonomy in addressing complex environmental and design-related problems.

Key Topics Covered

- Environmental challenges, sustainability, and innovation
- Systems thinking and complexity in environmental design
- Biodesign and geodesign approaches
- Regenerative design, circular economy, and climate resilience
- Ethical, social, and cultural dimensions of environmental design
- Applied, place-based design projects and case studies

Immersive Experience Design in the Creative and Cultural Sectors

Course Description

This course introduces students to the theory and practice of immersive experience design in the creative and cultural sectors. It examines how narrative, interaction, spatial environments and immersive digital technologies can be combined to create meaningful experiences that audiences can explore, respond to and, in certain cases, actively shape.

The course approaches immersive experience design as a human-centred, narrative-driven and culturally situated practice. It focuses on the design of experiences across physical, digital and hybrid environments, including museums, exhibitions, cultural heritage sites, performance spaces, cultural tourism, festivals, creative brands and digital cultural platforms.

The course situates immersive experience design within the broader condition of digitality. Students examine how digital and hybrid media transform cultural experience, storytelling, memory, place, participation and audience engagement. Particular emphasis is placed on digital narrative, spatial storytelling, user agency and the role of interactive and immersive media in contemporary cultural and creative industries.

The course combines theoretical discussion, case study analysis, design exercises and hands-on prototyping with no-code tools. Students engage with examples of VR, AR, 360° environments, interactive installations, and location-based storytelling. Through studio-based work, they develop narrative structures, user journeys, interaction flows and small-scale prototypes using tools such as Narralive Storymaker, ThingLink, ARTutor, Metasteps and related platforms.

By the end of the course, students will have designed, prototyped, tested and presented a small-scale immersive cultural or creative experience, connecting creative expression with audience engagement, technological feasibility, cultural awareness and strategic value.

Learning Outcomes

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

Knowledge

- Understand key concepts of immersive experience design, including immersion, presence, embodiment, participation, spatial storytelling, interactivity, agency and emotional engagement.
- Explain immersive experience design as the integration of narrative, interaction, spatial environments and digital technologies.
- Understand the broader concept of digitality and its impact on cultural experience, storytelling, memory, participation and meaning-making.
- Analyse how VR, AR, MR, 360° media, interactive installations and location-based technologies are used in museums, cultural heritage, performance, tourism, exhibitions, creative brands and digital cultural platforms.
- Recognise the relationship between digital narrative, user experience, spatial design, media technologies and audience engagement.
- Understand ethical, accessibility and sustainability issues in the design of immersive cultural experiences, including representation, authenticity, cultural sensitivity, data use and AI-generated content.

Skills

- Design immersive experience concepts for creative or cultural contexts.
- Develop narrative structure, user journey and interaction flows.
- Use no-code or low-code tools to prototype interactive and immersive experiences.
- Apply basic evaluation methods to assess engagement, usability, accessibility and experiential quality.
- Present immersive concepts as both a creative experience and a strategic proposal.

Competencies

- Work collaboratively in interdisciplinary teams.
- Balance creative vision, technological feasibility and cultural sensitivity.
- Make informed choices about tools and media according to audience needs and project goals.
- Critically reflect on the social, ethical and cultural implications of immersive technologies.

Key Topics Covered

- Immersive experience design in the cultural and creative sectors.
- Digitality and the transformation of cultural experience.
- Digital narrative, interactive storytelling and user agency.
- Human-centred design for immersive experiences.
- Immersion, presence, embodiment and multisensory engagement.
- Spatial storytelling and dramaturgy of environments.
- Virtual reality, augmented reality, mixed reality and extended reality.
- 360° environments, hotspot-based interaction and virtual tours.
- Interactive installations, projection-based media and visitor-facing interfaces.

- Location-based and site-specific immersive experiences.
- Audience participation, co-creation and engagement.
- Case studies from museums, heritage, performance, tourism, festivals and creative industries.
- No-code tools for immersive prototyping.
- Hands-on work with Narralive Storymaker, ThingLink, ARTutor, Metasteps and related platforms.
- Experience mapping, user journeys and interaction flows.
- Accessibility and inclusive immersive design.
- Ethical issues: representation, authenticity, cultural sensitivity, AI-generated content and data use.
- Evaluation of audience engagement, usability, accessibility and experiential quality.
- Sustainability, feasibility and strategic value of immersive experiences.
- Development and presentation of a small-scale immersive cultural or creative prototype.

Systems Thinking and Managing Complexity

Course Description

This course introduces systems thinking as a way of understanding complex situations in organisations, innovation ecosystems and the creative and cultural industries. Students learn to describe how the parts of a system, and the agents within it, influence one another through feedback, delays and unintended effects. They use basic mapping techniques to explore these relationships, and scenario planning to think about uncertain futures. The course also introduces the distinction between first-order approaches, which treat a system as observed from outside, and second-order approaches, which recognise that the observer and the act of intervening are part of the system.

The course also introduces structured improvement methods from the Toyota Production System, namely PDCA and A3 thinking. It asks where these methods help and where their limits lie in creative and cultural work, which depends on autonomy and judgement. Students apply what they learn to a case agreed with the instructor.

Learning Outcomes

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

Knowledge

- Analyse core concepts of systems thinking and complexity, including feedback loops, delays, non-linearity, emergence and self-organisation, and how complex adaptive systems adapt and develop resilience.
- Compare different ways of understanding a system, including stakeholders, boundaries and multiple perspectives, and evaluate how the observer shapes what counts as "the system" (first- and second-order approaches).
- Evaluate the PDCA cycle and A3 thinking, including their strengths and limitations.

Skills

- Construct and interpret system maps and causal loop diagrams.
- Identify stakeholders, system boundaries, leverage points and possible unintended consequences of a decision or policy.
- Develop simple scenarios to explore uncertainty in a strategic challenge.
- Use the PDCA cycle and A3 thinking to structure a diagnosis and a learning cycle.
- Select methods suited to a situation and justify the choice.

Competencies

- Analyse a real-world situation using systems approaches, integrating systemic perspectives into innovation and organisational decision-making.
- Evaluate how well structured improvement methods fit creative and cultural contexts, balancing improvement and coordination with respect for the autonomy of creative work.
- Make well-reasoned recommendations that take into account uncertainty and the limits of prediction and control.
- Reflect on one's own role and assumptions as an observer and participant, and communicate recommendations clearly to diverse stakeholders.

Key Topics Covered

- Introduction to systems thinking and complexity
- Feedback loops, delays and unintended consequences
- Emergence, non-linearity, self-organisation and resilience
- Complex adaptive systems, history and path dependence
- System mapping and causal loop diagrams
- Stakeholders, boundaries and leverage points
- First- and second-order approaches: the observer, reflexivity and the ethics of intervention
- Innovation ecosystems and organisations as systems
- Scenario planning and foresight
- The Toyota Production System, PDCA and A3 thinking as first-order learning and control methods
- Using structured methods in creative and cultural contexts

Creative Acceleration Workshop – Phase C

Course Description

This studio-based course constitutes the advanced development phase of the creative acceleration sequence, focusing on the realization, refinement, and public presentation of art and creative-technology projects initiated in Phase 1. It integrates artistic research, advanced technological implementation, production management, and professional positioning to support the transition from experimental concepts to fully realized creative works or innovation-ready prototypes.

Students engage in intensive iterative development cycles involving technical optimization, experiential refinement, audience testing, and critical feedback. Emphasis is placed on production quality, conceptual coherence, sustainability of creative practice, and readiness for professional dissemination

across exhibitions, digital platforms, festivals, or entrepreneurial contexts. The studio also addresses portfolio development, project documentation, and strategic positioning within contemporary creative and cultural ecosystems.

Learning Outcomes

Upon successful completion of this studio, students will be able to:

Knowledge

- Demonstrate advanced understanding of production methodologies for creative-technology projects
- Explain professional standards for exhibition, dissemination, and creative project delivery
- Analyze audience engagement and reception in creative technology contexts

Skills

- Produce fully realized creative or immersive works integrating artistic and technological components
- Optimize technical performance, usability, and experiential quality
- Conduct audience testing and incorporate feedback into final production
- Document creative projects for professional presentation and dissemination

Competencies

- Translate experimental concepts into production-ready creative works
- Manage complex creative production processes effectively
- Position creative-technology projects within professional cultural and innovation contexts
- Critically reflect on creative outcomes and iterative development processes

Key Topics Covered

- Advanced prototyping and production workflows
- Technical optimization and system integration
- Experiential refinement and user engagement testing
- Exhibition design and public presentation formats
- Documentation, portfolio development, and project archiving
- Professional dissemination strategies (festivals, platforms, galleries, startups)
- Project sustainability and lifecycle planning
- Critical feedback methodologies and peer review
- Creative entrepreneurship and funding opportunities
- Ethical and accessibility considerations in creative production

Impact Workshop - Phase C (Storytelling for Impact and Influence – Pitching)

Course Description

This workshop-based course focuses on the development of persuasive narrative communication skills for entrepreneurial, creative, and cultural innovation contexts. It integrates principles from narrative theory, rhetoric, behavioral psychology, and strategic communication to examine how stories shape perception, mobilize audiences, and influence decision-making.

Students learn to craft and deliver compelling pitches that articulate value propositions, strategic vision, and social or cultural impact to diverse stakeholders, including investors, partners, cultural institutions, and public audiences. Emphasis is placed on clarity of message, emotional engagement, evidence-based persuasion, and ethical communication. Through iterative practice, feedback, and live pitching simulations, students refine their ability to communicate complex ideas with confidence and impact.

Learning Outcomes

Upon successful completion of this workshop, students will be able to:

Knowledge

- Demonstrate understanding of narrative structures and persuasive communication frameworks
- Explain psychological mechanisms underlying attention, emotion, and decision-making in pitch contexts
- Analyze effective storytelling practices across entrepreneurial and cultural sectors

Skills

- Develop structured pitch narratives integrating problem framing, solution articulation, and impact communication
- Adapt storytelling techniques to different audiences and strategic objectives
- Integrate data, visuals, and demonstrations into persuasive presentations
- Deliver confident and compelling oral pitches

Competencies

- Use storytelling strategically to influence stakeholder perception and decision-making
- Communicate complex innovation concepts clearly and persuasively
- Apply ethical principles in persuasive communication
- Respond effectively to feedback and questioning in high-stakes presentation settings

Key Topics Covered

- Narrative structure for pitches and strategic presentations
- Value proposition storytelling
- Emotional engagement and persuasion psychology
- Visual storytelling and slide design principles
- Data-driven narrative construction
- Audience analysis and message adaptation

- Performance techniques and presentation presence
- Handling questions and objections
- Ethical communication and authenticity
- Iterative pitch refinement through feedback

PART III: INFORMATION FOR THE STUDENTS

General Information for Students

The Athens University of Economics and Business emphasizes not only the provision of high-quality education, but also the provision of high-quality services to students.

C1. Student Club

Board of Directors, with the aim of improving the living conditions of AUEB students, entertainment and the promotion of their social and intellectual education through participation and socialization procedures and initiatives.
The fulfillment of this purpose is pursued by ensuring the necessary material and technical infrastructure for housing, food, sports for students, by operating a restaurant, canteen, reading room, library, organizing lectures, concerts, theatrical performances and excursions in Greece and abroad, by developing international student relations, teaching foreign languages and informatics and Modern Greek as a foreign language for foreign and expatriate students and by providing every other means and way.
Detailed information on: a) food and housing, b) foreign languages, c) sports and cultural activities and d) allowances and scholarships, is provided on the website of the Student Club (**https://lesxi.aueb.gr/**).

C2. Electronic Services

A significant number of procedures, which are related to both attendance and student welfare, are carried out electronically through applications of the University or the Ministry of Education, Religious Affairs and Sports. The applications are accessible with the same passwords (username & password) and are described below:

- **E-mail**:
  All students acquire an e-mail account of the "*username@aueb.gr*" format. Access to the e-mail is done with the *"username/password"* of their academic account. Detailed instructions on the use of the Webmail service are provided at: **https://www.aueb.gr/el/content/webmail-manual**
- **Student Register (e-Secretariat)**
  The **Electronic Secretariat** application is the information system through which students have the opportunity to be served by the Secretariat of the Department via the web.
- **Distance Learning Platform (eCLASS)**
  The Open eClass platform is an integrated E-Course Management System and is the proposal of the Academic Internet (GUnet) to support Asynchronous Distance Learning Services.
  Instructions for use are provided at: **https://eclass.aueb.gr/info/manual.php**
- **Wireless network at the University (WiFi)**
  Using their personal codes, students have access to a wireless network in all areas of the Athens University of Economics and Business. More information can be found at the following link: **WiFi Instructions**

- **Virtual Private Network (VPN)**
  If you wish to use services, such as the AUEB library's books/magazine sources, you must connect your computer to the AUEB VPN service.
  Instructions can be found at the link: **https://www.aueb.gr/content/vpn-service**
- **"EUDOXUS" Program**
  Using their personal codes, students have access to the "Eudoxus" system, which automates the selection and distribution of course textbooks for all HEIs. Through the **Electronic Service for the Integrated Management of Textbooks and Other Aids (Eudoxus),** students can choose the textbook they want in each course and be informed about the place and time of its receipt.
- **Communication – Information – Connection with the AUEB Community**
  On the official channels of AUEB, which you will find on the page: https://www.aueb.gr/el/content/social-media-aueb, be informed about the news and actions of the University and contact the Community.
  The *"AUEB Cast"* includes "webcasts" and "podcasts", with content of interest to the university community and the general public, such as: entrepreneurship, innovation, technology, and social responsibility. You can find the shows on the page: https://www.aueb.gr/el/content/aueb-cast.
  AUEB is a pioneer with the "*3D Virtual Walkthrough Application*" that offers a unique tour experience on the University's premises, improving accessibility. See the "Virtual Walkthrough" on the page: https://www.aueb.gr/el/content/egkatastaseis.
  On https://www.aueb.gr/el/opanews page you can find the newspaper "*AUEB News*", which is published regularly with "Vima tis Kyriakis" and includes special tributes and articles on contemporary and interesting topics.
- **"myAUEB" app**
  The undergraduate study application, which is connected to the University's information systems and external information systems, provides the student with information on a range of services and capabilities, such as: digital communication with the Department's secretariat for sending requests, connection to e-class and e-Secretariat, connection to AUEB's Social Media, etc. More information can be found at the link: https://www.myauebapp.gr/

C3. Medical Services, Insurance/Healthcare

Undergraduate and postgraduate students, as well as PhD candidates of the University, who do not have any other medical and hospital care, are entitled to full medical and hospital care in the National Health System (NHS) with the relevant costs covered by the National Organization for the Provision of Health Services (EOPYY). The University also operates a Mental Health Counselor service, where a doctor specialized in the psychodynamic treatment of diseases is employed mental health issues (https://www.aueb.gr/el/content/ypiresia-symvoulou-psyhikis-ygeias). More information can be found on https://www.aueb.gr/el/content/medicalservices website.

C4. Services for Students with Special Needs

The Foundation ensures that students with special needs are facilitated, through the design, implementation and implementation of adaptations to the environment, for access to university

buildings. In particular, in the main building there are specially designed lifting machines, ramps as well as elevators. There are also special regulations for conducting examinations for students with special needs.

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

In addition, the University has a special vehicle, which will serve the daily needs of students who face transportation difficulties, picking them up from their place of residence and transporting them to the AUEB facilities in order to attend the lectures in the auditoriums in person, like the rest of their fellow students.

At the same time, through the services of the AUEB Library, students with print disabilities are provided with the possibility of electronic access to the proposed Greek bibliography of the courses taught at the University. In this context, the Hellenic Academic Libraries Association (S.E.A.V.) has developed a multimodal electronic library called **AMELib**. More information is available on the website: https://www.aueb.gr/el/lib/content/ disabled-people-with-special-needs.

C5. Professor-Advisor or Study Advisor

In each Department, a Professor-Advisor is appointed, appointed by the Assembly of the Department, with the responsibility of directing and advising students regarding their studies. The Professors-Advisors (faculty and EDIP members) receive students for questions and advice regarding the educational process on days and times that are announced outside the Professor-Advisor's office.

C6. Study Rooms - Reading Rooms - Libraries

In the main building there is a Library and Information Center (LIC) to serve all members of the university community. The LIC participates in the Hellenic Academic Libraries Association (Heal-LINK) and the Financial Libraries Cooperation Network (DIOVI) Three Documentation Centers also operate (KET, OECD, WCO).

The Library and Information Center contributes decisively both to meeting the needs for scientific information of the university community and to supporting the teaching and research work, providing access to:

- in the printed collection of books and scientific journals,
- in the textbooks taught in the courses,
- the collection of electronic scientific journals and books,
- postgraduate theses and doctoral dissertations prepared at AUEB and submitted in digital form to the PYXIDA institutional repository,
- in sectoral studies,
- statistical series from national and international organizations,

- audiovisual material,
- information material (encyclopedias, dictionaries),
- databases on the topics cultivated by the University,
- in printed collections of other academic libraries.

The Library lends to its members in all its printed collections, except for the collections of periodicals and statistical series, in accordance with its internal rules of operation. The AUEB Library has a reading room, computer workstations for visitors, photocopiers and printing machines, while it provides the possibility of interlibrary borrowing of books and journal articles from other academic libraries that are members of the networks in which it participates. can be found on the Library's website (https://www.aueb.gr/el/library).

C7. Student Support Unit

The following offices operate in the Unit:

a) Internship and Liaison, which is addressed to students and graduates of the Institution's undergraduate and postgraduate study programs.

b) Support for Foreign Students and Mobility, addressed to foreign students enrolled in first, second and third cycle study programs and to students interested in participating in mobility programs.

C8. Technology and Innovation Transfer Unit

The distinctive title of the unit is "Center for Entrepreneurship, Innovation and Technology Transfer" (https://acein.aueb.gr/). The unit operates:

a) The Technology Transfer Office and

b) The Incubator.

The object of the Technology and Innovation Transfer Unit is to strengthen the research capacity of the Institution, its interconnection with industry, the transfer of knowledge produced to society and the cultivation of the idea of entrepreneurship within the academic community.

The general responsibilities of the unit, as far as the students of the University are concerned, are:

a) the training of students in issues of technology transfer, entrepreneurship and development of research results for their commercial exploitation.

b) the provision of specialized advisory services to the students of the Institution on issues related to the responsibilities of the unit.

c) the development of students' skills in entrepreneurship through competitions, specialized seminars, entrepreneurship summer school, etc.

d) the support of the process of creating business groups and the establishment / development of start-ups, which take advantage of emerging business opportunities and are founded by students or graduates of AUEB, as well as the support of the process of its inclusion in the National Register of Start-ups of the homonymous Societe Anonyme (SA).

C9. Student Associations

In the university community of AUEB, various student organizations and associations are active and developing: https://www.aueb.gr/el/content/ student associations.

C10. Alumni Network

Maintaining a long tradition of highlighting top executives in the economic, social and political life of the country, AUEB is proud of the fact that thousands of its graduates hold leadership positions in universities in the country and abroad, in international research institutes and organizations and in large companies in the public and private sector. Understanding the importance of developing and strengthening the bond with its graduates, AUEB has created its Alumni Network, a https://alumni.aueb.gr/ platform in which all graduates of the University can register. The main objectives of the Network are to reconnect graduates with their colleagues and former classmates, and to keep them informed about all activities, services and events that concern them.

Additional information on Alumni Organizations and Associations is provided on the website: https://www.aueb.gr/el/content/ Organizations-and-Associations-Students-and-Alumni.

C11. Volunteer Program

In the context of AUEB's strategy for Social Contribution, the Volunteer Program "AUEB Volunteers" was launched. The purpose of the Program is to create a culture of volunteering on the one hand as an important learning experience and on the other hand as an obligation of every responsible citizen. The goal of "AUEB Volunteers" is approached by: (a) voluntary actions with or without the cooperation of NGOs, (b) information and awareness actions about volunteering, civil society and specific social problems, (c) actions to improve the infrastructure and services of the University (https://www.aueb.gr/el/volunteers).

C12. Quality Assurance Unit

AUEB implements a quality assurance policy with the aim of continuously improving the quality of the Institution's study programs, research activity and administrative services, with the aim of upgrading its academic and administrative work and its general operation.

The Quality Assurance Unit (MODIP) operates at AUEB, which coordinates and supports the evaluation procedures. In particular, the quality assurance of the educational activity is achieved through the use of questionnaires for the evaluation: a) the course/teaching of the undergraduate and postgraduate study

programs, b) the educational laboratories of the Institution, c) the research of graduates of the undergraduate study programs, d) the research of first-year students, which are completed by the students. (https://www.aueb.gr/el/modip).

C13. Training and Lifelong Learning Center

The Center for Continuing Education and Lifelong Learning (KEDIVIM/AUEB) is a unit of AUEB that ensures coordination and interdisciplinary cooperation in the development of training, continuing education, training and Lifelong Learning programs in general, which complement, modernize and/or upgrade knowledge, abilities and skills, which were acquired from the formal education, vocational education and initial vocational training systems or from work experience, facilitating integration or reintegration into the labour market, job security and professional and personal development (https://www.aueb.gr/el/content/dia-vioy-mathisi-kedivim-opa).

C14. Submission of Complaints and Objections

In order to continuously improve the quality of the educational and administrative services offered by the University, the process of managing student complaints and objections is available to ensure their immediate and holistic processing with a view to efficiency and confidentiality.

You can find the complaint and objection form at the link: https://www.aueb.gr/el/complaints-form

C15. Gender Equality

The promotion of Gender Equality at all levels of operation and in all aspects of AUEB's academic life is an important dimension of the University's Social Responsibility. The actions and structures for Gender Equality available at AUEB aim to inform and raise awareness of its academic community about its prominent importance and the full integration of Gender Equality in the University's operations. Through these structures and actions, AUEB seeks to fully consolidate a culture of equality and parity in the Foundation (https://isotita.aueb.gr/).