

**ΟΙΚΟΝΟΜΙΚΟ
ΠΑΝΕΠΙΣΤΗΜΙΟ
ΑΘΗΝΩΝ**



**ATHENS UNIVERSITY
OF ECONOMICS
AND BUSINESS**

School of Business

Department of Business Administration

STUDY GUIDE

Academic year 2022-2023

Prepared by:

Alexandros Papalexandris, Associate Professor

Ioannis Thanos, Assistant Professor

ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

UNIVERSITY SENATE

RECTOR

Professor Dimitris Bourantonis

VICE RECTOR OF ACADEMIC AFFAIRS

Professor Vassilios Vasdekis

VICE RECTOR OF RESEARCH AND LIFELONG LEARNING

Professor George Lekakos

VICE RECTOR OF FINANCIAL PLANNING AND LEARNING

Professor Konsantinos Drakos

VICE RECTOR OF INTERNATIONAL COOPERATION AND GROWTH

Professor Vassilios Papadakis

SCHOOL OF BUSINESS

DEAN

Associate Professor Angeliki Poulymenakou

DEPARTMENT OF BUSINESS ADMINISTRATION

HEAD OF DEPARTMENT

Professor Konstantinos Kasimatis

DEPUTY HEAD OF DEPARTMENT

Associate Professor Emannouil Dedoulis

SECRETARY

Chrysi Tsodoulou

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Introductory note from the head of the department

The objective of this Study Guide is to provide assistance to students, in planning their studies at the Department of Business Administration.

The Department of Business Administration, for almost a century, is a pioneer in business education in Greece. Following the developments in the global business environment, the Department offers a comprehensive coverage of the diverse subjects that comprise the field of “Business Administration”. The Department of Business Administration is the leader in the Erasmus programme in Greece.

The degree offers an extensive portfolio of courses and is divided in two “cycles” of studies. During the first cycle (first two years), students attend several mandatory courses related to business administration: economics, management, finance, accounting, marketing, informatics, law, etc. In the second cycle (years 3 and 4), students choose one of the four following majors:

- Business Administration
- Accounting and Financial Management
- Marketing
- Information Systems Management

To graduate with a BSc in Business Administration, students should succeed in 40 courses. In the first cycle of studies, all courses are compulsory. In the second cycle, some courses are mandatory for all students and others are optional. One of the optional courses refers to a three-month internship program, during which students get first-hand experience of the day-to-day operation of a business. For more information, please check the following website: <https://www.dept.aueb.gr/ode>.

I hope that you will find the information provided in this study guide very useful. The staff makes every effort to ensure that studying at the Department of Business Administration will prove a valuable and enjoyable experience for all of you and would be happy to answer any questions that you might have.

Your sincerely

Konstantinos Kasimatis

Professor

Head of the Department of Business Administration

1. The Athens University of Economics and Business

1.1. A Historical Note

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

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

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

1.2. Location

The Athens University of Economics and Business is centrally located in downtown Athens. The main University building, Marasleio Megaro, is located at 76 Patission (28is Oktovriou) Street, two blocks away from the Archaeological Museum. The backside of the building faces the Pedion Areos Park and the Panellinios Sports Club.

The University's campus additionally comprises a series of other buildings in walking distance from Marasleio Megaro:

- 80 Patission (28is Oktovriou) Street
- 95 Patission (28is Oktovriou) Street
- 12 Derigny Street
- 12 Kodrigtonos Street
- 13 Elpidos Street
- 46 Kefallinias Street
- 2 Troias, Kimolou and Spetson Street
- 29 Evelpidon Street
- 47A Evelpidon and 33 Lefkados Street

1.3. Transportation

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

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

For bus maps and schedules in the greater Athens area: <http://www.oasa.gr/>,
<http://www.osy.gr/>

For trolley maps and schedules in the greater Athens area: <http://www.oasa.gr/>

For metro maps and schedules in the greater Athens area:
<https://www.ametro.gr/?lang=en>

1.4. University Leadership

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

The Rector's Council is composed of the Rector, the Vice-Rectors, a student representative nominated by the elected students that participate in the Senate and the representative of the administrative staff who also participates in the Senate.

1.5. University Administration

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

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

1.6. University Infrastructure

1.6.1. Library

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

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

The library also offers 150 CD-ROMs (the Official Journal of the EC in full text, bibliographical database of the Official Publications of the EU, statistical data on the imports and exports of the member-states of the EU etc.). Access to the above-mentioned CD-ROMs is available from all library departments via the CD-ROM network. Finally, the library offers daily business magazines and journals in the areas of economics and business.

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

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

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

1.6.2. European Documentation Center

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

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

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

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

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

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

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

1.6.3. AUEB's Computer Center

AUEB has one of the largest and most up-to-date computer center facilities in the country. It occupies an area of approximately 700 m² and holds an extensive library of educational, scientific and business software.

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

1.6.4. Network Operation Center

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

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

The Network Operation Center also supports the following research projects:

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

1.6.5. Virtual Classroom

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

1.6.6. Tele-Education Center

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

- the supply of distance learning services to the University students, either by supporting the courses with additional distance learning material, or by giving the whole course with the use of the tele-education method,
- the continuous education and training of executives, working in Greek organizations, public or private, free lancers and unemployed,

- the export of distance learning services to other countries
- the operation of the Tele-education Center as a link for gathering the national resources concerning the education technology development and the education service supply.

1.6.7. Career Office

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

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

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

1.6.8. Liaison Office

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

1.6.9. AUEB Publishing

AUEB has developed a publishing activity. The initiative to set up this publishing operation was met with enthusiasm by the faculty of the University and some of them have

already entrusted the publication of their works to the Company. Seventeen academic books have already been published and others will follow. One of the future plans of the company is to set up an academic bookshop with special prices for the students. In the meantime, books are sold from the Company's offices.

1.6.10. The AUEB Research Center

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

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

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

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

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

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

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

In addition, the Center assists the University in providing organizational support for national and international conferences. Many national and international conferences have been organized in the last decade. Example of such events organized by the Center include the Annual Conference of the International Institute of Public Finance, the Annual Conference of the European Marketing Academy, the International Conference of the Decision Sciences

Institute, the International Conference of the European Finance Association, the World Congress of the International Economic Association, the Annual Competition and Regulation Summer School and Conference (CRESSE), and many others.

2. Department of Business Administration

2.1. About the Department

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

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

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

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

The Department faculty of more than 30 full-time members includes leading scholars and highly experienced and accomplished visiting professors and executives. Our faculty are active researchers, editors in leading journals, authors and consultants. The Department of

Business Administration is committed to providing an academically rigorous and market driven experience to its students.

2.2. Staff

The staff of the department is separated in three categories. The first category includes the teaching and research staff, the second the teaching associates and teaching assistants and the third the administrative staff.

2.2.1 Teaching and Research Staff

Professors

1. Diamantis Panagiots
2. Caramanis Constantinos
3. Cohen Sandra
4. Kasimatis Konstantinos
5. Kouretas Georgios
6. Papadakis Vasilios
7. Siomkos Georgios

Emeritus professors

1. Vassilatou-Thanopoulou Elli
2. Karathanasis Georgios
3. Krimpas Dimosthenis
4. Kottis Georgios
5. Nikolopoulos Andreas
6. Petraki-Kotti Athina
7. Rokas Ioannis
8. Stathopoulos Athanasios†

Associate Professors

1. Dedoulis Emmanouil
2. Drakos Anastasios
3. Manolopoulos Dimitrios
4. Bourlakis Constantine
5. Papalexadris Alexandros
6. Salavou Eleni

Assistant Professors

1. Verginadis Ioannis

2. Thanos Ioannis
3. Ioannidis Antonios
4. Kapoutsis Ilias
5. Kardaras Dimitrios
6. Koulouridas Athanasios
7. Loretziadis Panagiotis
8. Mpratis Theodoros
9. Paraschos Maniatis
10. Spilioti Stilianí
11. Tarnanidou Christina
12. Trulli Emmanouela

2.1.2 Special Teaching Staff

1. Veroiopoulou Sofia
2. Koletsi Maria

2.1.3 Laboratory Teaching Staff

1. Kasotaki Elisavet
2. Kohila Kostia
3. Mamakou Xeni
4. Psiloutsikou Marina

2.1.4 Administrative Faculty

1. Tsodoulou Chrysi, Secretary
2. Panopoulou Ifigeneia, Deputy Secretary
3. Papavasileiou Vasiliki
4. Penoudi Fotini
5. Rosnti Georgia
6. Romanos Dimitrios

3. Academic Program Structure

3.1. General Information

The yearly academic program is structured into two teaching periods, the winter semester and the spring semester. Each semester includes thirteen (13) full weeks of teaching. At the beginning of the academic year, the academic calendar of the specific year is announced.

The enrollment of students to the Department of Business Administration is performed within a fixed period at the beginning of the academic year. Enrollment exceptions and student transfers are allowed in accordance with the applicable provisions. The student training is performed through the delivery of the courses, while in some courses there are also hours of tutorial exercises and/or workshops.

The exams for the winter semester courses take place at the end of January, while for the spring semester courses, the exams take place in June. In case of failure (a grade of under 5/10) in the exams, the possibility of re-examination is offered in September, for the courses of both semesters.

In order for a course grade to be registered, the student must have included the course in the “course declaration” that he/she has to file at the beginning of each semester. The declaration is made electronically, within a deadline announced by the Secretariat of the Department. It is emphasized that in case the student has not registered the course in time at the Secretariat, the examination grade is canceled, even if the student obtains a passing grade.

Courses are graded on a scale of zero to ten (0-10), with a success score of five (5) or above. Following a relevant decision from the Senate, students are given the opportunity to resit courses in which they have a passing grade. The maximum number of courses in which the student can request a re-examination may not exceed 10% of the total number of courses required to obtain a degree, by rounding the resulting number upwards. In case the student requests a re-examination in the same course for the second time, this course is calculated as a second course to complete the limit of the re-examined courses. The student has the right to request a re-examination of a course only in the next (after the initial successful examination), examination period in which the course is examined.

In order for a student to be re-examined in a course, he/she must submit to the Secretariat an application for cancellation of the existing passing grade. Students who meet the swearing-in requirements during an examination period automatically lose the right to re-examination.

The student completes his/her studies and obtains a degree, when he/she obtains a passing grade in forty (40) courses and has accumulated the required number of credits. The number of courses for obtaining a degree may vary for students of previous years. The Department grants a single degree, regardless of the specialization chosen by the student.

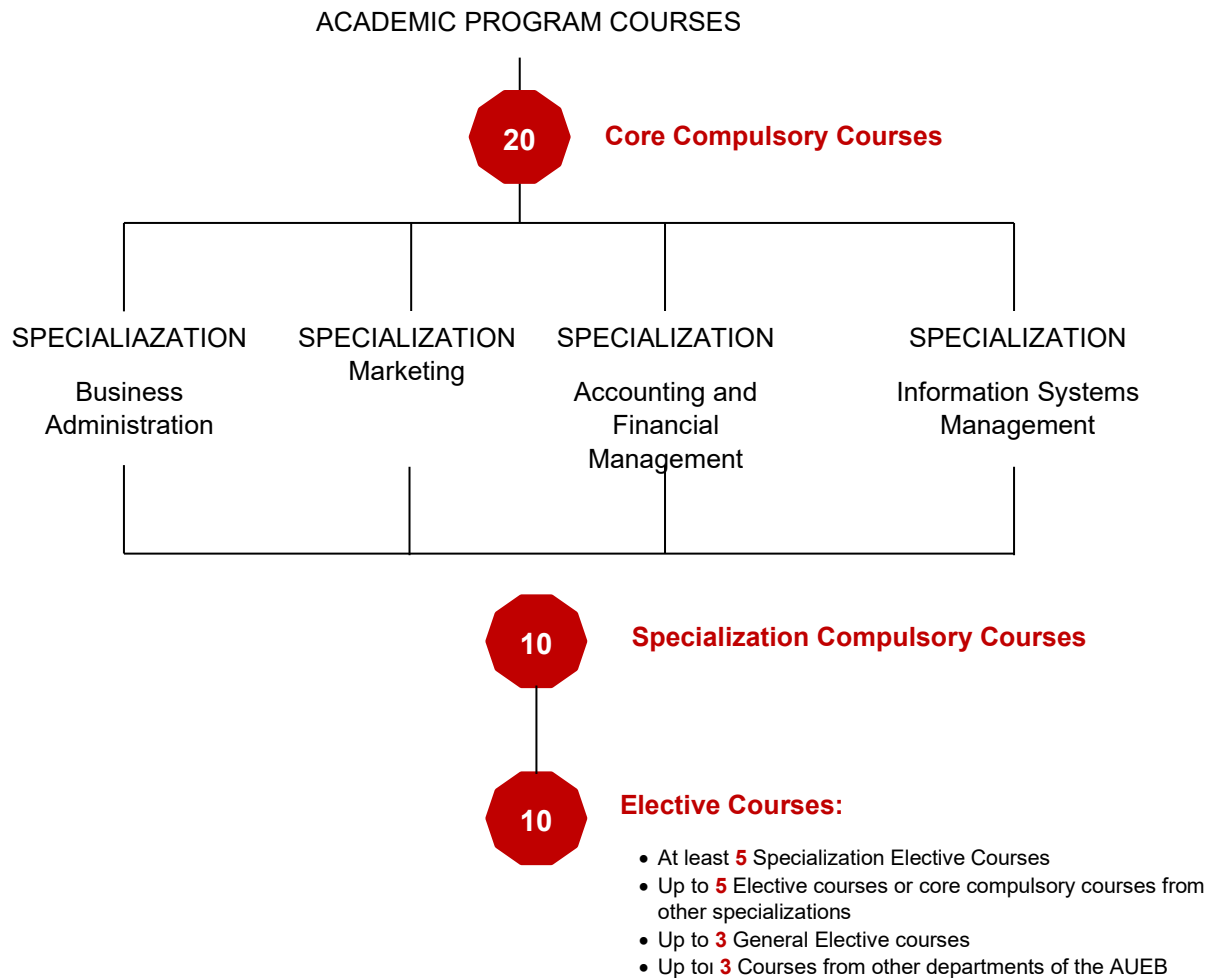


Figure 1. Department of Business Administration Academic Program Structure

3.2 Academic Program Description

The Department of Business Administration has developed a contemporary curriculum that is considered one of the most innovative in Business Administration. This Program is reviewed every five to eight years, and alterations can be made on a case-by-case basis when needed. The changes are initially discussed in the (informal) Undergraduate Program Committee of the Department where student representatives are also present. This is followed by an open discussion for a final decision within the General Assembly of the department.

The courses are divided into compulsory and elective courses divided into 8 teaching semesters. During the winter semester, the courses of the 1st, 3rd, 5th, and 7th semesters of the study program are taught. During the spring semester, the courses of the 2nd, 4th, 6th and 8th semesters of the study program are taught. From the 5th semester the student can choose his/her specialization. The Academic program offers four (4) specializations (see Figure 1):

- Business Administration

- Marketing
- Accounting and Financial Management
- Information Systems Management

The choice of a specialization allows students to acquire specialized knowledge in the field of their interest. Below you will find a brief description of the specializations.

3.2.1 Business Administration Specialization

Harmonizing their personal goals with the modern business reality, for many students the goal is not to overspecialize in the first degree, but to acquire comprehensive knowledge that covers all the subject areas of the Department.

This is the ambition of the Business Administration specialization which is the most popular across the whole department. The Business Administration specialization. The specialization enables our students to delve into a body of relevant courses and skills such as: Strategic Management, Entrepreneurship, Human Resource Management, Conflict Management, Organizational Behaviour, International Business, Project Management and Games of Strategy.

At the same time, it is the most versatile specialization of the department as it gives students the opportunity to choose more courses than the other specializations (so as to acquire skills in Accounting and Finance as well as Marketing).

Finally, the Business Administration specialization has selected and integrated from other Departments of the School of Business Administration (Management Science and technology, Marketing and Communication), important courses such as Personal Skills Development, Business Resource Management Systems, etc.

3.2.2 Marketing Specialization

Marketing has always been one of the most popular specializations in the Department. It is selected by students who want to combine the global background offered by the Study Program in the first two years with specialization in a specific scientific subject, thus gaining a comparative advantage over those who have one of the two after completing their undergraduate studies.

In the modern economy, Marketing is an essential function in every business and organization, thus ensuring great employment opportunities in a market that is worth 1.7 trillion dollars worldwide. Its importance is also reflected in the value of the brands that are now

reported as a distinct business asset and in the case of the most popular ones amount to hundreds of billions of dollars (234 for Apple, 167 for Google).

The Department offers the most ideal conditions for studying the subject as students have the necessary basic knowledge in management, finance, accounting, IT and quantitative methods to be able to understand the role of Marketing philosophy in an organization in relation to the rest of its functions.

Following the introductory courses "Marketing I" and "Marketing II", offered in the 2nd year, the specialization covers in depth the main dimensions of the subject, namely Marketing Research, Strategic Planning, International Marketing, Advertising and Promotion Sales, E-Marketing, Services Marketing, Public Relations, etc. In addition, it gives students who wish to focus on more specialized subjects the opportunity to select courses from the Department of Marketing and Communication. A similar opportunity exists for courses in the other specializations of the Department.

The balance between global and specialized knowledge in the Study Program is followed by the balance between theory and practice in the way the courses are taught. In the lectures, the presentation of the theory is accompanied by the analysis of case studies and real examples from Greek and foreign companies, and role exercises, while the possibility of preparing individual and group assignments is given. The cultivation of communication skills through active participation in the courses and the oral presentation of assignments is highly encouraged.

The specialization is supported by research by the "Market" Laboratory of the Department, giving students the opportunity to participate in the research it prepares, thus developing skills that are absolutely critical in the modern environment (e.g. information literacy). It also prepares them for postgraduate studies, where the research dimension is significantly upgraded.

In addition, students are encouraged and supported in their participation in international Marketing competitions, gaining not only opportunities for distinction, but also significant experience in managing real Marketing problems.

3.2.3 Accounting and Financial Management Specialization

Accounting and Financial Management courses have been offered since the establishment of the University in 1920 and this specialization is one of the first of the Department. Today, the Department offers courses with contemporary content, in line with international developments in the disciplines of Accounting and Financial Management. These subject areas are adequately covered and graduates get the opportunity to pursue a successful career in an dynamic professional environment characterized by occupational safety.

Graduates pursue careers in the private or public sector in positions such as: Financial Management-Accounting, Auditing (Certified Public Accountant, internal audit), Business Consulting (Investment Evaluation, Valuation and Financing of Businesses and Business Plans, Taxation, Financial Restructuring), as a freelancer (Financial Advisor, Tax Accountant, etc.), as a Bank Executive (Consumer and Business Loan Management), as a Capital Manager (Asset Management, Mutual Funds), and as an Executive in Holding companies of Private Capital Investment (Venture Capital, Private Equities).

In addition, it must be emphasized that a strong Financial - Accounting background is an important qualification for promotion to important positions in the hierarchy of companies and organizations. It is important to also emphasize that for a number of jobs, it is a prerequisite or it is important that the candidates have chosen and followed a specialization in the subjects of Accounting and Financial Management.

Finally, graduates of the department receive a large number of exemptions from the professionally recognized professional qualifications of Certified Public Accountant by the Association of Chartered Certified Accountants (ACCA) and the institute of Chartered Accountants in England and Wales (ICAEW). Specifically, ACCA recognizes and exempts graduates of Accounting and Finance from examinations in up to six courses (out of a total of 15 for obtaining a professional degree). ICAEW for the respective ACCA degree recognizes and exempts the graduates of the Department from examinations in up to 7 courses and offers the corresponding exemptions (out of a total of 15 subjects for obtaining the professional title).

3.2.4 Information Systems Management Specialization

The Specialization offers courses in contemporary issues of business IT technologies, taking into account the technological developments and the prevailing conditions both internationally and in Greece. Graduates acquire specialized scientific and technical knowledge in order to have the ability to implement projects in the analysis and management of contemporary information systems.

In general, graduates acquire knowledge to meet jobs that require:

1. The study of business processes and the flow of information in order to develop effective organizational structures.
2. The analysis, design, implementation and management of business information systems and IT applications.
3. The analysis and management of data for decision making using contemporary methods and systems.
4. The application of methods and techniques of analysis and design of the strategy of information systems.

5. The study, evaluation and business utilization of information technologies for the development of new and innovative services and business initiatives.

Graduates pursue independent careers as freelancers, as employees in the public sector and especially in the private sector, as business analysts or CIO (Chief Information Officer) in information systems departments, as analysts-designers for the development and provision of electronic services (e-banking, e-commerce, web applications, etc.), as data analysts in high demand data analysis environments (e.g., marketing), in Business Consulting on issues such as Management and the Evaluation (technological and business) of information systems, and the study and redesign of business processes.

The specialization offers the knowledge and skills necessary to develop a scientific background that combines knowledge of technology and information systems applications with business practice. Graduates who combine these two elements are able to make the most of the information management in the global market.

3.3. Student Academic Advisor

The Department of Business Administration, in the context of Article 64 of the University's Internal Regulation, has introduced the Student Academic Advisor, for each of the four specializations (majors) or subject areas offered.

The main role of the Student Academic Advisor is initially to facilitate the transition of students from secondary education to University and then to guide them through, so that each student enjoys a successful and fulfilling academic experience.. That is, the Student Academic Advisor is the competent person to inform, discuss and advise students during their studies. In more detail, the Student Academic Advisor may deal with student issues related to:

- the structure of the curriculum and the content of the courses offered, the list of compulsory and optional courses for each specialization, as well as the prerequisite knowledge for attending specific courses,
- the selection of a portfolio of courses, based on the personal, academic and professional interests of each student,
- the tutorials, workshops, mid-term tests and course assignments that may be organized at each course,
- providing advice on how to develop an effective learning approach, taking into account the particular needs and circumstances of the student, in order to maximize the learning outcomes and fulfill all exam requirements,
- discussing any problems or issues that may arise, which may affect or hinder the learning process of the student,

- connecting students with the labor market through internships or other forms of paid or voluntary work,
- the purposefulness as well as the planning of postgraduate studies in Greece or abroad.

3.4. Internship Program

The Internship program has been included in the study guide as an elective course. The course 'Student Internship' is offered in both academic semesters (Winter and Spring), as well as during the summer months. This course provides the opportunity for the students of the Department to be employed, for a certain period of time, in companies of their choice with a subject similar to that of the field of study they have chosen.

The purpose of the internship is to assimilate and expand knowledge, but also to help students identify the abilities and skills that they possess, so that they can successfully cope with any professional role that will be assigned to them. It also cultivates the development of professional consciousness through taking responsibility, as well as the development of initiative and innovative thinking. Finally, the smooth way in which students integrate into the business through internships provides them with an experience that will support them in successfully managing problems that may arise in the work environment.

Students participating in the internship program have the opportunity to apply in practice the knowledge they have acquired during their studies at the Department. It is possible to work in a company department, such as for example the Financial Management, the Commercial Management, the Marketing and Sales Management, the Production Management, the IT Management, the Human Resources Management department etc. During their internship, students become familiar with the subject matter of their work, understand the challenges and difficulties of working in a business / organization, gain new knowledge about business operations, processes and business systems, and generally acquire critical knowledge related to becoming a professional.

Throughout the internship, the students are under the guidance of both the authorized executive of the organization in which they carry out their internship, and the academic / scientific supervisor of the internship Professor of the Department.

At the beginning of each semester, the teachers of the Department who are responsible for the internship program organize a number of lectures, in order to inform the interested students about the operation of the program and the obligations of the student. Students join the business / organization of their choice for 3 months full-time or 6 months part-time (full-time is calculated 40 hours per week and part-time 20 hours per week).

To successfully complete the internship program, students are asked to complete an assignment in which they are asked to analyze various factors of external (e.g., macro-environment, industry / market) and internal environment (e.g., resources and skills) of the

organization in which they worked. They are also asked to outline the knowledge they have acquired and the skills / abilities they have developed through the internship, but also to propose substantiated suggestions for improving the organization in which they worked.

Students who have entered the 3rd year of study and above have the right to participate in the internship program. Third-year students must have successfully passed at least 17 courses, fourth-year students at least 22 courses, and from the 5th year onwards at least 34 courses, until the previous exam period. The minimum academic requirements (courses per year of study) are a criterion for exclusion from the selection process in the Internship Program.

Transparency and equal treatment and non-discrimination of applicants for participation in the program must be ensured. Therefore, the evaluation criteria for participation in the Internship program are common to all Departments of the University.

After the exclusion criterion is checked, the evaluation process begins, which is based on the following criteria, which are graded on a scale of 0 -100:

- Grade Point Average (GPA) of the courses in which the students have been successfully examined until the previous examination from their application. The GPA is multiplied by 10. This criterion has a weight of 80%.

- Total academic credits (ECTS) that the student has earned from the respective courses that have been successfully examined, in relation to the minimum number of credits required to obtain a degree. This criterion has a weight of 10%.

- Year of study of the student. For the 3rd or 4th year of studies the student gets 100 points and for each year after the 4th the student loses 10 points. This criterion has a weight of 10%.

In case of a tie between selected individuals, the student with the highest GPA up to the previous examination period from the application is selected to participate in the internship program.

In case of withdrawal of the application for participation of a student who has received NSRF funding, the funding is given to the first / runner-up based on the announced ranking order. In case of late cancellation of the application for participation of a student who has received NSRF funding and the first runner-up has already been placed through the self-funded project, the next runner-up will be selected. In case there is no runner-up the amount of funding is transferred to the next internship period.

Especially for students with disabilities, the above scoring does not apply and they precede the selection process.

After many years of operation of the Internship program in the Department, permanent collaborations have now been established with many organizations covering the whole spectrum of the business activities in the country. Some indicative companies can be found below:

Indicative organizations that participate in the Internship Program

PwC Business Solutions S.A., Ernst & Young, S.A., Deloitte Business Solutions, Mondelez Europe Services, ADECCO, GRANT THORNTON S.A., ΑΘΗΝΑΪΚΗ ΖΥΘΟΠΟΙΙΑ Α.Ε., ΟΛΥΜΠΙΑΚΗ ΖΥΘΟΠΟΙΙΑ Α.Ε., ΑΡΙΒΙΤΑ ΑΕΒΕ, ASTIR PALACE VOULIAGMENIS AXE, COLGATE PALMOLIVE, UNILEVER HELLAS Α.Ε., ICAP GROUP Α.Ε., JANSSEN CILAG ΦΑΡΜΑΚΕΥΤΙΚΗ ΑΕΒΕ, ΑΒ ΒΑΣΙΛΟΠΟΥΛΟΣ Α.Ε., ΙΝΤΡΑΛΟΤ Α.Ε., BAYER ΕΛΛΑΣ ΑΒΕΕ., BMW Hellas Α.Ε., Danaos Shipping Co.Ltd., Deloitte Ανώνυμη Εταιρία Ορκωτών Ελεγκτών Λογιστών, NESTLE ΕΛΛΑΣ Α.Ε., PRAKTIKER HELLAS Α.Ε., Α.Ε. ΤΣΙΜΕΝΤΩΝ ΤΙΤΑΝ, ΔΙΕΘΝΗΣ ΑΕΡΟΛΙΜΕΝΑΣ ΑΘΗΝΩΝ 'ΕΛΕΥΘΕΡΙΟΣ ΒΕΝΙΖΕΛΟΣ' Α.Ε., Ελληνική Ραδιοφωνία Τηλεόραση, ΖΑΡΑ ΕΛΛΑΣ Α.Ε., ΚΑΙΣΣΑ ΣΤΡΑΤΗΓΙΚΗ ΚΑΙ ΦΑΝΤΑΣΙΑ Α.Ε.Ε., ΚΟΡΡΕΣ Α.Ε. ΦΥΣΙΚΑ ΠΡΟΪΟΝΤΑ, ΝΕΣΠΡΕΣΣΟ ΕΛΛΑΣ Α.Ε., ΟΤΕ Α.Ε., ΤΡΑΠΕΖΑ EUROBANK ERGASIAS Α.Ε., ΤΡΕΦΩ ΙΚΕ, ΦΑΜΑΡ Α.Β.Ε.

4. Detailed Academic Program

4.1 Program Outline

COURSE CODE & TYPE	1ST SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	2ND SEMESTER	INSTRUCTOR
2111 C	Introduction to Business Studies	A. Papalexandris (A-L) I. Thanos (M-Z)	2210 C	General Principles of Management	H. Salavou (A-L) (M-Z)
2113 C	Microeconomics I	C.Bourlakis (A-L) - Adjunct Faculty (M-Z)	2212 C	Macroeconomics Theory and Policy	Th. Mpratis (A-L) (M-Z)
2115 C	General Mathematics for Economics and Business	P.Lorentziadis (A-L) (M-Z)	2214 C	Computer systems and latest technology trends	I. Verginadis
2117 C	Civil Law (Civil Law I)	E. Truli (A-L) (M-Z)	2216 C	Business Statistics	P. Loretziadis (A-L) (M-Z)
2121 C	Psychology	Adjunct Faculty (A-L) (M-Z)	2315 C	Principles of Marketing	G. Siomkos M. Psiloutsikou (A-Z) (M-Z)
ELECTIVE	Foreign Language: *			Foreign Language: *	
2135-1	English I – Basic Business English: Part A	F. Karamitroglou	2230-1	English II – Basic Business English: Part B	A.Rothoni
2137-1	French I- Basic Business French: Part A	P.Vobiri	2232-1	French II- Basic Business French: Part B	P.Vobiri
2139-1	German I- Basic Business: German Part A	I.Zikou	2234-1	German II- Basic Business : German Part B	I.Zikou
ELECTIVE	Foreign Language: * (before 2006)			Foreign Language: * (before 2006)	
2135	English I – Basic Business English: Part A	F. Karamitroglou	2230	English II – Basic Business English: Part B	Adjunct Faculty
2137	French I- Basic Business French: Part A	P.Vobiri	2232	French II- Basic Business French: Part B	P.Vobiri
2139	German I- Basic Business: German Part A	I.Zikou	2234	German II- Basic Business : German Part B	I.Zikou
COURSE CODE & TYPE	3RD SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	4TH SEMESTER	INSTRUCTOR
2311 C	Principles of Accounting	C. Caramanis (A-L) E.Dedoulis (M-Z) Tutor: K. Kohila (A-I) S. Veriopoulou (K-O)	2411 C	Financial Accounting	E.Dedoulis (A-L) S. Spilioti (M-Z): Tutor: S.Beriopoulou (A-L) E. Kasotaki (M-Z)

		E. Kasotaki (P-Z)			
2313 C	Econometrics	D. Dimitriou (A-L) - (M-Z)	2412 C	Regulatory Issues on the Organisation of the Enterprise	Ch. Tarnanidou(A-L) A.Koulouridas (M-Z)
2317 C	Management	A. Ioannidis D. Manolopoulos (A-L) (M-Z)	2414 C	Consumer Behavior	G. Siomkos M. Psiloutsikou (A-Z)
2319 C	Commercial and Economic Transactions Regulation	Ch.Tarnanidou (A-L) A.Koulouridas (M-Z)	2416 C	Financial Management I	K. Kassimatis (A-L) A. Drakos (M-Z)
2331 C	Management Information Systems	D. Kardaras	2418 C	Microeconomics II	C. Bourlakis (A-L) (M-Z)
ELECTIVE	Foreign Language: *				
2391-1	English III (Intermediate Business English: Part A	F. Karamitroglou		Foreign Language: *	
2393-1	French III (Intermediate Business French: Part A	P. Vobiri	2430-1	English IV (Intermediate Business English: Part A	K.Karagouni
2395-1	German III (Intermediate Business French: Part A	I.Zikou	2432-1	French IV (Intermediate Business French: Part A	P. Vobiri
ELECTIVE	Foreign Language: * (before 2006)		2434-1	German IV (Intermediate Business French: Part B	I.Zikou
2391	English III (Intermediate) Business English: Part A	F. Karamitroglou		Foreign Language: * (before 2006)	
2393	French III (Intermediate) Business French: Part A	P. Vobiri	2430	English IV (Intermediate) Business English: Part B	K.Karagouni
2395	German III (Intermediate Business French: Part A	I.Zikou	2432	French IV (Intermediate) Business French: Part B	P. Vobiri
			2434	German IV Intermediate Business German: Part B	I.Zikou

Note: where C compulsory

Specialization: Business Administration

Electives Specialization: Minimum number of courses (Fall and Spring): 5

COURSE CODE & TYPE	5TH SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	6TH SEMESTER	INSTRUCTOR
2511 C	Financial Management II	G. Moratis (A-L) A.Drakos (M-Z)	2610 C	Business Strategy	V.Papadakis I. Thanos (A-L) (M-Z) <u>Tutor:</u> M. Psiloutsikou
2513 CS	Human Resource Management	I.Kapoutsis	2731 CS	Management Accounting	S. Cohen (A-L) (M-Z) <u>Tutor:</u> K. Kohila (A-L) M.Koletsis (M-Z)
			2614 CS	Conflict Management and Negotiations	I.Kapoutsis
C	Foreign Language:		C	Foreign Language:	
2119	English Language V (Business Correspondence and Communications in English)	K. Karagkouni	2515	English Language VI – English Business Terminology	F.Karamitroglou
2131	French Language V (Business Correspondence and Communications in French)	P. Vobiri	2517	French Language VI – French Business Terminology	P. Vobiri
2133	German Language V (Business Correspondence and Communications in German)	I.Zikou	2519	German Language VI	I.Zikou
	Specialization Electives			Specialization Electives	
8121 E	Project Management	K. Androutsopoulos (MST)	2622 CS	Investment Management	A.Drakos
2525 E	Regulatory issues of supervision of capital markets and corporate governance	Ch.Tarnanidou	2630 CS	Marketing Metrics & Research	G.Siomkos M. Psiloutsikou
2509 E	Production Management and Services	P. Maniatis	2608 E	Supply Chain Management (Logistics)	P. Maniatis
2510 E	Income Tax of Natural Persons and legal Entities	K. Chalevas	8166 E	Product Design and Development	E. Sonterkvist (MST)
			2420 E	Organizational Behaviour and Leadership	I. Kapoutsis
			2408	Business Performance Measurement and Management	A.Papalexandris

COURSE CODE & TYPE	7TH SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	8TH SEMESTER	INSTRUCTOR
2810 C	Financial Statement Analysis	C.Caramanis (A-L) E. Dedoulis (M-Z) <u>Tutor:</u> K. Kohila (A-L) S. Veroiopoulou (M-Z)	2717 CS	Entrepreneurship	A.Ioannidis
2812 CS	Special Topics in Strategy	V.Papadakis A.Ioannidis	2539 CS	International Management	D. Manolopoulos
	Specialization Electives			Specialization Electives	
2743 E	Decision making	A.Papalexandris <u>Tutor:</u> E. Kalokasis	7218 E	Electronic Commerce (A&F)	A. Vrechopoulos
2741 E	Financial Management III	C.Kassimatis	5625 E	Sales Management	V.Stathakopoulos (M&C)
2742 E	Games of Strategy	M.Psiloutsikou	5428 E	Leadership and Personal Skills Development	L. Panagiotopoulou (M&E)
8159 E	Enterprise Resource and Planning Systems	G. Ioannou (MST)			
7247 E	Accounting for Financial Instruments	G. Siougle (A&F)			

Note: Where E elective in specialization, where C compulsory, where CS compulsory in specialization

Specialization: Information Systems Management

Electives Specialization: Minimum number of courses (Fall and Spring): 5

COURSE CODE & TYPE	5TH SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	6TH SEMESTER	INSTRUCTOR
2511 C	Financial Management II	G. Moratis (A-L) A.Drakos (M-Z)	2610 C	Business Strategy	V.Papadakis I. Thanos (A-L) (M-Z) <u>Tutor:</u> M. Psiloutsikou
2531 CS	Cloud Computing and Web Technologies	I. Verginadis	2731 C	Management Accounting	S. Cohen (A-L) - (M-Z) <u>Tutor:</u> K.Kohila(A-L)– M.Koletsis(M-Z)
2533 CS	Business Informatics And Data Bases	I. Verginadis	2616 CS	Methodologies of Design and Development of Information Systems	X.Mamakou
C	Foreign Language:		C	Foreign Language:	
2119	English Language V (Business Correspondence and Communications in English)	K. Karagkouni	2515	English Language VI – (English Business Terminology)	F.Karamitroglou
2131	French Language V (Business Correspondence and Communications in French)	P.Vobiri	2517	French Language VI – (French Business Terminology)	P.Vobiri
2133	German Language V (Business Correspondence and Communications in German)	I.Zikou	2519	German Language VI (German Business Terminology)	I.Zikou
	Specialization Electives			Specialization Electives	
8121 E	Project Management	K.Androutsopoulos (MST)	2836 E	Strategic e-Marketing	Ch. Patsiouras
			8152 E	Digital Content and Communications	G. Lekakos (MST)
3125 E	Introduction to Computer Programming	A. Dimakis (INFORMATICS)	3222 E	Computer Programming with Java	V.Siris (INFORMATICS)
7116 E	Accounting Information Systems	O.Vlismas (A&F) <u>Laboratory:</u> M.Koletsis			
2510 E	Income Tax of Natural Persons and legal Entities	K. Chalevas			
2525 E	Regulatory issues of supervision of capital markets and corporate governance	Ch. Tarnanidou			

COURSE CODE & TYPE	7TH SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	8TH SEMESTER	INSTRUCTOR
2810 C	Financial Statement Analysis	C.Caramanis (A-L) E. Dedoulis (M-Z) <u>Tutor:</u> K. Kohila (A-L) S. Veroiopoulou (M-Z)	2816 CS	Internet and Enterprise Information Systems	D.Kardaras
2713 CS	Application of Business Informatics	X.Mamakou			
	Specialization Electives			Specialization Electives	
2715 E	Decision Support Systems	D.Kardaras	2814 E	Digital Transformation and Technologies for Business Process Reengineering	D.Kardaras
8151 E	E-Learning and Knowledge Management	E. Soderquist A. Polymenakou (MST)			
8191	Development and Design of Mobile Applications	S. Lounis (MST)			
8137 E	Data Management and Business Intelligence	D. Xatziantoniou (MST)			
8139 E	Management Information Resources	N. Pouloudi (MST)			
8159 E	Enterprise Resource Planning Systems	G.Ioannou (MST)			
8133	Business Analytics and Personalization Technologies	G. Lekakos A. Pramatari (MST)			
8187	Social Network Analysis	D. Pournarakis (MST)			

Note: Where E elective in specialization, where C compulsory, where CS compulsory in specialization

Specialization: Accounting and Financial Management
Electives Specialization: Minimum number of courses (Fall and Spring): 5

COURSE CODE & TYPE	5TH SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	6TH SEMESTER	INSTRUCTOR
2511 C	Financial Management II	G. Moratis (A-L) A.Drakos (M-Z)	2610 C	Business Strategy	V.Papadakis I. Thanos (A-L) (M-Z) <u>Tutor:</u> M. Psiloutsikou
2535 CS	Money and Fixed Income Securities Markets	G.Kouretas (A-Z)	2731 C	Management Accounting	S. Cohen (A-L) (M-Z) <u>Tutor:</u> K.Koxula (A-L) M.Koletsis (M-Z)
C	Foreign Language:		2618 CS	Advanced Financial Accounting	E.Dedoulis <u>Tutor:</u> S.Verrolopoulou
2119	English Language V (Business Correspondence and Communications in English)	K.Karagkouni	2622 CS	Investment Management	A.Drakos (A-Z)
2131	French Language V (Business Correspondence and Communications in French)	P.Vobiri	C	Foreign Language:	
2133	German Language V (Business Correspondence and Communications in German)	I.Zikou	2515	English Language VI – (English Business Terminology)	F.Karamitroglou
	Specialization Electives		2517	French Language VI (French Business Terminology)	V.Vobiri
2510 E	Income Tax of Natural Persons and legal Entities	K. Chalevas Adjunct Faculty	2519	German Language VI – English Business Terminology	I.Zikou
2525 E	Capital Market Regulation and Corporate Governance	Ch.Tarnanidou		Specialization Electives	
7116 E	Accounting Information Systems	O.Vlismas (A&F) <u>Tutor:</u> M.Koletsis	2620 E	Risk Management	K.Kassimatis
			2816 E	Internet and Enterprise Information Systems	D.Kardaras

COURSE CODE & TYPE	7TH SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	8TH SEMESTER	INSTRUCTOR
2810 C	Financial Statement Analysis	C.Caramanis (A-L) E. Dedoulis (M-Z) <u>Tutor:</u> K. Kohila (A-L) S. Veroiopoulou (M-Z)	2719 CS	Auditing	C. Caramanis
2612 CS	Cost Accounting	S. Cohen <u>Tutor:</u> M. Koletsi			
	Specialization Electives			Specialization Electives	
2729 E	Financial Econometrics	G. Kouretas	2838 E	International Finance	G. Kouretas
2741 E	Financial Management III	K. Kassimatis	2826 E	Banking Institutions Management	G. Kouretas
2745 E	Equity Valuation Models	S. Spilioti	2818 E	Sustainable Development Reporting and other Non-financial Reporting	
7247 E	Accounting for Financial Instruments	G. Siougle (A&F)	2842 E	Special topics in financial accounting	

Note: Where E elective in specialization, where C compulsory, where CS compulsory in specialization

Specialization: Marketing

Electives Specialization: Minimum number of courses (Fall and Spring): 5

COURSE CODE & TYPE	5TH SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	6TH SEMESTER	INSTRUCTOR
2511 C	Financial Management II	G. Moratis (A-L) A.Drakos (M-Z)	2610 C	Business Strategy	V.Papadakis I. Thanos (A-L) (M-Z) <u>Tutor:</u> M. Psiloutsikou
2539 CS	Services Marketing		2630 CS	Marketing Metrics & Research	G.Siomkos M. Psiloutsikou
C	Foreign Language:		2640	Customer experience management	Adjunct Faculty
2119	English Language V (Business Correspondence and Communications in English)	K. Karagouni			
2131	French Language V (Business Correspondence and Communications in French)	P. Vobiri	C	Foreign Language:	
2133	German Language V (Business Correspondence and Communications in German)	I. Zikou	2515	English Language VI – (English Business Terminology)	F. Karamitroglou
			2517	French Language VI – (French Business Terminology)	P. Vobiri
			2519	German Language VI – (German Business Terminology)	I. Zikou
	Specialization Electives			Specialization Electives	
2537 E	Integrated Marketing Communications	A. Zarkada	5647 E	Pricing Strategy	K. Intounas (M&C)
2509 E	Production and Service Management	P. Maniatis	5624 E	Brand Management	P. Argouslidis (M&C)
2525 E	Regulatory issues of supervision of capital markets and corporate governance	Ch. Tarnanidou	5625 E	Sales Management	V. Stathakopoulos (M&C)
			5638 E	International Marketing	D. Skarmas (M&C)
			2731 E	Management Accounting	S. Cohen (A-L) (M-Z) <u>Tutor:</u> K. Kohila (A-L) M.Koletsis (M-Z)

COURSE CODE & TYPE	7TH SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	8TH SEMESTER	INSTRUCTOR
2810 C	Financial Statement Analysis	C.Caramanis (A-L) E. Dedoulis (M-Z) <u>Tutor:</u> K. Kohila (A-L) S. Veroiopoulou (M-Z)	2836 CS	Strategic e-Marketing	Ch. Patsiouras
2735 CS	Strategic Marketing Planning	G. Siomkos A. Stavrianea	2840 CS	Marketing Analytics	
	Specialization Electives			Specialization Electives	
5668 ES	Agricultural and Food Products Marketing	Gr. Painesis (M&C)	2834 E	High-Tech and Industrial Marketing	X.Patsiouras
5657 ES	Retail and Wholesale Marketing	G. Baltas (M&C)	5648 E	Supply Networks and Logistics	D. Skarmas (M&C)
2743 E	Decision making	A.Papalexandris <u>Tutor:</u> E. Kalokasis			

Note: Where E elective in specialization, where C compulsory, where CS compulsory in specialization

General Electives

General electives: Maximum number of courses (Fall and Spring): 3

COURSE CODE & TYPE	FALL SEMESTER	INSTRUCTOR	COURSE CODE & TYPE	SPRING SEMESTER	INSTRUCTOR
1373	International Economics	G. Alogoskoufis P. Varthalitis (Economics)	2406	Labour Law	P.Boubouheropolouls Adjunct Faculty
2325	Internship	D.Manolopoulos A.Papalexandris	2444	Internship	D.Manolopoulos A.Papalexandris
2329	Financial Law	A.Koulouridas	2321	Structure and Problems of the Greek Economy	D. Dimitriou Adjunct Faculty
1193	Principles of Sociology	Adjunct Faculty (Economics)	2606	Special Issues of Production Management and Services	P. Maniatis
2749	Introduction to Philosophy	Adjunct Faculty	2468	Competition Law	E. Trouli
			1603	Theory of Industrial Organization	N. Vetas (Economics)

ERASMUS COURSES

FALL SEMESTER	INSTRUCTOR
1. Advertising and Communication Management	Adjunct Faculty
2. Business Policy and Strategy	A. Lampaki Adjunct Faculty
3. Entrepreneurship	H. Salavou
4. Financial Management	E. Salachas Adjunct Faculty
5. Money and Capital Markets	E. Salachas Adjunct Faculty
6. Conflict Management and Negotiations	Adjunct Faculty

SPRING SEMESTER	INSTRUCTOR
1. Financial Management	Adjunct Faculty
2. International Marketing Management	Adjunct Faculty
3. Money and Capital Markets	Adjunct Faculty
4. Business Strategy	Adjunct Faculty

4.2 Program Presentation and Short Description of Course Content

1st Semester

Course title:	Introduction to Business Studies
Course code:	2111
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	1 st
Semester:	1 st
Number of credits allocated:	6
Name of instructor:	Alexandros Papalexandris, Ioannis Thanos

Objectives

The course aims at providing students with the basic knowledge related to how different organizations operate, and it also aims at introducing students to the scientific methodology of social sciences. This course addresses issues related to business administration as this is taught at Central European universities and especially in German-speaking countries (Allgemeine Betriebswirtschaftslehre); in this way, it is differentiated from the basic management course that is taught in the US. The curriculum includes the following subjects: the enterprise as a social subsystem; categorization and formalization of the main problems that companies face; the scientific approach and the different organizational orientations (government, environment, decisions, behavior); categorization, establishment, functions, objectives and location selection considerations for different organizations. In addition, the course will examine practical case studies related to several areas of the course, e.g., budgeting process and ways to improve productivity.

Prerequisites

None

Course content

The analysis of the variables of business conduct is the first step, so that students can grasp the complexity of business development and behavior. This analysis enables us then to look at how we deal with this complexity and make well-grounded decisions. For this reason, we examine how to approach the scientific truth and following this, the different business orientations. The next step is to examine the main operations of a company, which is facilitated by the government approach/orientation, since, through this approach, it is possible to record the diverse organizational functions and examine their relationships. The identification of competitive advantages and disadvantages requires the development of criteria that can allow the distinctions between different organizations, a topic that is addressed in the chapter dealing with the typology of organizations. In the last part of the lectures, we identify and analyze key decisions made by organizations, such as: the selection of the appropriate method of organization, the creation of a new organization and the decision for its location. The course also analyses case studies designed to better understand the content of the lectures and to aid in the development of the students' critical ability.

Learning Outcomes

The course is designed to help develop student knowledge (points 1 & 2), skills (points 3 & 4) and abilities (point 5) as outlined below:

- 1) Identify and recognize the importance of different organizational variables that impact the behaviour (efficiency and effectiveness) of business units
- 2) Understand the content and identify the added value of the knowledge that they will receive from the specific courses in the next semesters
- 3) Assess and evaluate the impact that different internal and external stakeholders have on the operation of different organizations
- 4) Analyse the interaction between different business functions and activities performed by organisations
- 5) Combine knowledge from different management disciplines to propose specific and well-grounded solutions to problems and initiatives that are aimed at improving different aspects of organizational performance

Recommended reading

- Νικολόπουλος, Α. (2006) Εισαγωγή στην Οικονομική και Διοικητική των επιχειρήσεων, Εκδόσεις Ο.Π.Α.
- Θωμαδάκης, Σ. και Αλεξάκης, Π. (2006) Οικονομική των Επιχειρήσεων, Εκδόσεις Σταμούλης.
- Παπαδόπουλος, Δ. (1985) Εισαγωγή στη γενική οικονομική των επιχειρήσεων, Εκδόσεις Αφοί Κυριακίδη.

Teaching methods

Lectures

Assessment methods

Final written exam

Course:	Microeconomics I
Course code:	2113
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	1 st
Semester:	1 st
Number of credits allocated:	6
Name of instructor:	Constantine A. Bourlakis

Objectives

The aim of the course is to provide the fundamental microeconomic principles and techniques used for the study and for the understanding of business and of economics related problems.

Course content

- Demand and Supply
- Elasticities of Demand and Supply
- Efficiency of Markets
- Government Actions in Markets

- Taxes
- Global Markets in Action
- Consumer Choice and Demand
- Production and Cost
- Perfect Competition
- Monopoly
- Regulation of Natural Monopoly
- Monopolistic Competition.

Learning Outcomes

Understanding the fundamental microeconomic principles and techniques used for the study and for the understanding of business and of economics related problems

Prerequisites

The course assumes knowledge of elementary economics and mathematics, including calculus.

Recommended reading

- Bade, R. and Parkin, M., (2018), Foundations of Microeconomics, 8th Edition, Pearson Education, USA.
- Bourlakis, C. and Lorentziadis, P. (2016), Applied Mathematics for the Sciences of Economics and Management, Athens University of Economics and Business Publications, Athens, Greece, 2nd Edition.

Teaching methods

Lectures and Tutorials.

Assessment methods

Final written exam

Course Title:	General Mathematics for Economics and Business)
Course code:	2115
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	1 st
Semester:	1 st
Number of credits allocated:	6
Name of instructor:	Panagiotis Lorentziadis

Objectives

Development of various quantitative methods with applications in the solution of business administration problems. Linear algebra, matrices and solution of linear systems, derivative, differentiation of real, multi-variable and vector functions, differentiation of implicit functions, optimization of multi-variable functions with and without constraints, definite and indefinite integrals, differential equations.

Course content

Systems of Linear Equations, Matrices, Gauss and Gauss-Jordan elimination methods, Determinants, Derivatives of multivariate functions, Implicit functions, Optimization for Two or More Independent Variables with and without Constraints, Integration, Differential Equations, Mathematical Applications to Economics and to Business related problems.

Learning Outcomes

The students after the completion of all lectures will be able:

- to use appropriate quantitative methods to address business problems,
- to create and analyze mathematical models and to apply optimization techniques.

Moreover, the course develops the quantitative skills of the students and enables them to build a solid background in mathematics, which will be useful for other courses in the program.

Prerequisites

No

Required readings

- 1) Bourlakis, C. and Lorentziadis, P. (2016), Applied Mathematics for the Sciences of Economics and Management, 2nd Edition, Athens University of Economics and Business Publications, Athens, Greece
- 2) Problem sets and auxiliary material provided in E-class.

Teaching methods

Lectures and workshop sessions for problem solving.

Assessment Methods

Final written exam

Course title:	Civil Law
Course code:	2117
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	1 st
Semester:	1 st
Number of credits allocated:	6

Name of instructor:

Truli Emmanuela

Objectives

Upon completion of the course, the students will:

- know the basic concepts and divisions of law
- be familiar with the general principles of EU and Greek private law
- understand the way in which rights and especially contractual rights, are born and protected
- have been exposed to basic rules of responsibility under Greek law
- have acquired a basis for the teaching of commercial law and legal courses taught in subsequent semesters.

Prerequisites

No

Course content

The lesson is an introduction to law and civil law. It provides basic knowledge of private law, especially legal issues relating to natural and legal persons (civil and commercial), rights, legal acts, contract preparation, civil liability and proxy.

Learning Outcomes

By the end of the course, students should be able to understand the basic concepts of law and the general principles of private law and its position within the international, EU and domestic legal order. Students should, in particular, also be familiar with the Greek court system, the distinction between individuals and legal entities, the requirements for legal capacity of each, contract conclusion rules, contractual and non-contractual liability provisions, representation etc. The course should also serve as basis for the understanding of subsequent legal courses (in particular commercial and company law).

Recommended reading

- Penelope Agalopoulou, Basic Concepts of Civil Law or Charalambos Sevastidis, Civil Law
- Additional educational material (notes, cases, material in e-class)

Teaching methods

Lectures and students' presentations

Assessment methods

Final written exams and optional participation in class exercise

Course title:	Psychology
Course code:	2121
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	1 st
Semester:	1 st
Number of credits allocated:	6

Name of instructor:

Adjunct Faculty

Objectives

The course examines basic areas of psychology and their relevance to everyday situations. Specifically, we examine sensation and perception, memory, learning process and conditional learning, emotion and motives, consciousness, biological and developmental processes, as well as the relationship of the individual to the team and the environment.

The course is divided into 5 sections:

1. Biological processes: neuroscience, sensation, consciousness
2. Mental processes: thinking, focus, memory, perception and intelligent
3. Developmental processes: learning, development during the life cycle, language
4. Social processes and personality: social psychology, personality, emotion, cultural differences, gender differences, motivation
5. Mental and psychological health: mental illness, ways to maintain physical and mental health

Prerequisites

No

Learning Outcomes

After completion of the course you should be able to:

- Recognize basic concepts of psychology and interpret research outcomes
- Apply methods and principles of psychology to solve everyday problems
- Construct appropriate, logical and objective arguments about behavior and mental processes using empirical data
- Evaluate misconceptions and erroneous behavioral arguments based on scientific evidence
- Design, implement and evaluate research in psychology

Recommended reading

- Nolen – Hoeksema, S., Fredrickson, B., Loftus, B. & Lutz, C. (2022). *Εισαγωγή στην Ψυχολογία των Atkinson και Hilgard*. Αθήνα: Παπαζήσης
- Schacter, L.D. Gilbert, D., Wegner, M.D. & Nock, K. M. (2018). *Εισαγωγή στην Ψυχολογία*. Αθήνα: Gutenberg

Teaching methods

Lectures and students' presentations

Assessment methods

Final written exams

2nd Semester

Course title:	General Principles of Management
Course code:	2210
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	1 st
Semester:	2 nd
Number of credits allocated:	7,5
Name of instructor:	Salavou Helen

Objectives

The course is introductory and provides undergraduate students with a sound knowledge of essential management issues. The course creates managerial know-how and focuses on skills necessary for managing business functions.

Prerequisites

No

Course content

The course introduces key concepts of business administration. It analyzes fundamental characteristics of organizations and their business functions. The course analyzes how organizations operate, what is the contribution of business functions and how they coordinate to achieve competitive advantage.

Learning Outcomes

Upon completion of the course, undergraduate students will:

- be able to understand key business functions
- acquire the skills to manage organizations
- be able to critically assess business functions' activities
- be able to use models, techniques and tools in practice

Recommended reading

- Salavou H. (2018). Introduction to Management: Business Functions (in Greek). Athens: AUEB publishing
- Bennett R. (2002). Introduction to Business Administration. Athens: Klidarithmos

Teaching methods

Lectures and students' presentations

Assessment methods

Final written exams and assignment (optional)

Course title:	Macroeconomic Theory and Policy
Course code:	2212
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	1 st
Semester:	2 nd
Number of credits allocated:	7,5
Name of instructor:	Theodoros Mpratis

Objectives

Macroeconomics is considered to be the most important field of Economic Science and deals with the examination of the economy of a country as well as with the study of an Economic Monetary Union as a whole. During the lectures, the main Objectives are to analyze current issues of macroeconomic theory and policy so that students can understand and analyze the various macroeconomic phenomena.

Prerequisites

Students are assumed to know fundamental linear algebra and basic statistics.

Course content

The curriculum of the course "Macroeconomic Theory and Policy" covers key and important topics such as National Accounts System, Classical Model, Models of Exogenous and Intrinsic Economic Growth, Keynesian Macroeconomic Model, Money Supply and Demand, Balance of Payments, Exchange Market, Derivatives, IS-LM and AS-AD Models, Business Cycle, Fiscal and Monetary Policy, IS-MP and IS-LM-BP Models, Globalization, Poverty and Growth in the World Economy.

Learning Outcomes

The primary purpose of the course is to enable students to understand, analyze and interpret contemporary macroeconomic policy issues.

Recommended reading

Βάμβουκας Γ.Α., "Μακροοικονομική Θεωρία και Πολιτική", Αθήνα: Εκδόσεις Μπένου, 2017.

Teaching methods

Class lectures

Assessment methods

Final written exam

Course title:	Elements of Computer and Information Systems
Course code:	2214
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	1 st
Semester:	2 nd
Number of credits allocated:	7,5
Name of instructor:	Ioannis Verginadis

Objectives

This course focuses on the necessary knowledge and skills that students would need in order to be able to comprehend the importance of information systems and technology in the modern business environment. Several aspects of Information and Communications Technology (ICT) are analysed while their value from a business perspective is highlighted. The lectures of this course are structured across the main aspects of ICT, Computer Science, Information Systems, Programming Languages and Software Applications that enable horizontally most of the modern business domains. Furthermore, this course comprises the introduction to the core facets of ICT that will be further elaborated in the courses of the following semesters.

Prerequisites and co-requisites

No

Course content

This course involves the following chapters:

- Introduction to Elements of Computer and Information Systems
- Computer Systems Hardware and Architecture
- Software Systems and Applications
- Telecommunications, Computer Networks and Internet
- Programming Languages
- Information Systems Security and GDPR
- Data management
- Smart Cities
- Latest Technologies (Recommenders, Virtual and Augmented Reality)
- Expert Systems and Artificial Intelligence
- Introduction to MS Excel
- Internet of Things

Learning Outcomes

This course focuses on the necessary knowledge and skills that students would need in order to be able to comprehend the importance of information systems and technology in the modern business environment. Several aspects of Information and Communications Technology (ICT) are analysed while their value from a business perspective is highlighted. The lectures of this course are structured across the main aspects of ICT, Computer Science, Information Systems, Programming Languages and Software Applications that enable horizontally most of the

modern business domains. Furthermore, this course comprises the introduction to the core facets of ICT that will be further elaborated in the courses of the following semesters.

Recommended reading

- O'Leary Timothy J., O'Leary Linda I., O'Leary Daniel A., Βασικές Αρχές στην Πληροφορική, Εκδ. Broken Hill Publishers, 1η έκδ. 2021,
- Evans Alan, Martin Kendall, Poatsy Mary Anne, Εισαγωγή στην πληροφορική, Εκδ. Κριτική, 2η έκδ./2018 , ISBN: 978-960-586-236-7, Κωδικός Ευδόξου:77109607
- Παπαθανασίου Ε. Α., Στοιχεία Υπολογιστικών Συστημάτων, Εκδ. Μένου, Αθήνα, 2010.

Teaching methods

The course involves classes and lab sessions. All students attend classes and lab session. Attendance is not recorded. All teaching material is available to students enrolled to the course. During the semester student undertake coursework, which parts are designed so that students may practice and get familiar with the course material covered in lectures. Discussions on different topics and exercises are scheduled in the labs for the students to practice with MS excel.

Assessment methods and criteria

- The examination consists of a written examination, which accounts for the 70% of the total mark.
- Coursework assignments that account for the 30% of the total mark.

Course Title:	Business Statistics
Course code:	2216
Type of Course:	Compulsory
Level of the course:	Undergraduate
Year of study:	1 st
Semester:	2 nd
Number of credits allocated:	7,5
Name of instructor:	Panagiotis Lorentziadis

Objectives

The course serves as an introduction in Business Statistics. Students become familiar with the descriptive methods of data analysis, probability theory and distributions. The course examines inference techniques for confidence interval estimation, hypothesis testing and prediction applied to business problems. Inferential statistics for assessing differences between two populations are developed. Regression methods and predictions are discussed and applied.

Course content

Types of statistical data and sampling techniques. Presentation of statistical data (matrices, diagrams). Mean and variance of a sample. Computation of asymmetry. Introduction to Probability and Probability Distributions (Sample space, events, properties of probabilities,

discrete random variables, continuous random variables, binomial distribution, Poisson distribution). Confidence interval for the mean value of a normal population when the variance is known and unknown. Confidence interval for proportions. Determination of sample size. Confidence interval for the difference of mean values and proportions. Hypothesis testing for the mean value of a normal population when the variance is known (Z-test) or unknown (t-test). Hypothesis testing for proportions. Hypothesis testing for the difference of two mean values. Hypothesis testing for the difference of two proportions. Hypothesis testing for the ratio of two variances (F-test). Simple linear regression and correlation (correlation coefficient, significance testing for the correlation coefficient, estimation of the regression equation with the method of least squares, test of statistical significance for the regression coefficient and prediction.

Learning Outcomes

The students after the completion of the course will have acquired the necessary skills to:

- Construct and interpret histograms and provide descriptive statistics,
- Compute probabilities, expected values and variances,
- Have working knowledge of binomial distribution, Poisson distribution and normal distribution,
- Make statistical inferences, construct confidence intervals, perform hypothesis testing,
- Assess the significance of the difference between two populations for quantitative and qualitative data
- Present and test relationships through regression techniques
- Provide and assess the reliability of predictions

Prerequisites

No

Required readings:

- Halikias I. (2017). Statistics-Methods of analysis for business decisions, 4th Edition, Rossili Publications, Athens, Greece.
- Aczel D.A. and Soundrpandian J. (2016) Complete Business Statistics (translated in Greek), 2nd Edition, Broken Hill Publishers, Nicosia, Cyprus.
- Lecture Notes, Problem sets, additional learning material is provided for the course via the “e-class” platform.

Teaching methods

Lectures and problem-solving sessions.

Assessment Methods

Final written exam

Course title:

Principles of Marketing

Course code:

2315

Type of the course:

Compulsory

Level of the course:	Undergraduate
Year of study:	2 nd
Semester:	3 rd
Number of credits allocated:	5
Name of instructor:	George Siomkos , Marina Psiloutsikou

Objectives

The course provides an introduction to the utilization and application of the marketing philosophy in the business environment. The lectures are structured in such a way that the students become familiar with the fundamental marketing concepts and tools such as: market segmentation, product life cycle, consumer behavior, market and marketing research and marketing plan.

Prerequisites

No

Course content

- Marketing Philosophy
- Competitive Advantage and Marketing
- Strategic, Tactic and Internal Marketing
- Consumer Behaviour
- Market Research and Marketing
- Market Segmentation
- The Marketing Mix
- The Marketing Plan
- Product and Brand Policy
- Product Promotion
- Integrated Marketing Communication
- Services – Characteristics of Services

Learning Outcomes

The course aims to the synthesis and implementation of all marketing elements in the context of a broader marketing programming. Emphasis is given on the importance of marketing concerning, the prosperity, and growth of a company.

Recommended reading

- “Contemporary Marketing”, A. Andronikidis, C. Boutsouki, G. Siomkos, Broken-Hill publications, 2019.
- “Introduction to Marketing”, P. Malliaris, 2001, Stamoulis editions, Athens
- “Marketing Management”, P.Kotler, Pearson

Teaching methods

Class lectures and case studies from the contemporary and highly competitive business world.

Assessment methods

Final written exam. A non-compulsory written assignment is also offered.

3rd Semester

Course title:	Introduction to Financial Accounting
Course code:	2311
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	2 nd
Semester:	3 rd
Number of credits allocated:	5
Name of instructor:	Constantinos Caramanis, Emmanouil Dedoulis

Objectives

Upon completion of the course the students will be familiar with:

- the basic accounting concepts, methods and practices,
- the operation of the double-entry book-keeping system,
- journal entries, ledgers, unadjusted and adjusted trial balances
- adjusting, correcting and closing entries
- the format and content of the basic financial statements (Balance Sheet, Income Statement and Statement of Equity) and the process preceeding and leading to their preparation
- information included in the financial statements and how it may be used to make rational economic and business decisions.

Prerequisites

This is an introductory course and no prerequisite is required. This course provides the necessary background for understanding advanced courses in accounting and, financial reporting as well asand other courses in related fields.

Course content

Financial reporting is one means through which organizations provide financial information to its stakeholders (e.g. shareholders, creditors, employees, customers, suppliers and state agencies) and its managers. This course is aimed at laying the foundations for understanding financial accounting theory and practice which underlie the complex financial reporting processes of modern business enterprises. The focus is on developing a conceptual framework for the recognition, measurement and presentation of the economic impact of various transactions and events on a company's financial position and results of operations. Consequently, the course presents and analyses the fundamental principles and assumptions of financial accounting and the qualitative characteristics of accounting information. One of the ideas that guides through students in this course is that a manager of a modern enterprise – working within any specific area such as marketing, production, logistics, strategy, personnel, etc. – has a lot to gain, and to offer, by being well versed in accounting issues and statements.

Learning Outcomes

At the end of the course students will have obtained a good understanding of:

- the double entry bookkeeping
- journals, ledgers and trial balances
- financial statements (balance sheet, P&L, statement of equity)

- the information needed to make rational business decisions

Recommended reading

The following book is recommended:

- Miller-Nobles Tracie, Mattison Brenda, Matsumura Ella Mae, 2017. Horngren's Χρηματοοικονομική Λογιστική, BROKEN HILL PUBLISHERS LTD, ISBN: 9789963274352

list of recommended references for background reading:

- Libby R, Libby, P and Short, D., (2019). Financial Accounting. McGraw Hill International Edition, 9th eds.

Teaching methods

There are two, two-hour lectures and a two-hour tutorial per week.

Assessment methods

Final written exam

Course title:	Econometrics
Course code:	2313
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	2 nd
Semester:	3 rd
Number of credits allocated:	5
Name of instructor:	Dimitris Dimitriou

Objectives

This is a one-semester module that aims to make students acquainted with modern econometric techniques. The course offers to students specific tutorials employing EViews econometric package for windows. The primary purpose of using EViews econometric package is to produce regression results, check their statistical validity by applying basic diagnostic tests and derive policy implications useful to decision makers.

Prerequisites

Students are assumed to know elementary microeconomic and macroeconomic theory, fundamental linear algebra and basic statistics.

Course content

Econometrics is a set of techniques which focus on describing economic reality, estimating economic relationships, testing the statistical significance of empirical results and forecasting the future behavior of key variables. The main scope of the course is the students to learn how

to estimate the parameters of a regression model and the way to evaluate the statistical significance of the empirical findings.

Learning Outcomes

The teaching process is designed to allow students to estimate an econometric model and then evaluate the exported econometric outcomes.

Recommended reading

Jeffrey Wooldridge, 2013, Εισαγωγή στην Οικονομετρία: Μια σύγχρονη προσέγγιση, Αθήνα: Εκδόσεις

Teaching methods

Class lectures and tutorials

Assessment methods

Final written exam

Course title:	Management
Course code:	2317
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	2 nd
Semester:	3 rd
Number of credits allocated:	5
Name of instructor:	Anthony Ioannidis, Dimitris Manolopoulos

Objectives

The objective of this course is to provide current, thorough, and contemporary account of the factors affecting the organizational design and operational processes, making important organization theories and best practices accessible and interesting to students. It addresses the many issues and problems that are involved in managing the process of organizational change and transformation providing direct and clear managerial implications. It builds on principles of management that have general applicability to all types of organizations, enterprises and nonprofit organizations. It covers the basic managerial functions of planning, organizing, leading, and controlling and introduces new managerial topics and best practices.

Prerequisites

Knowledge acquired in the “Principles of Management” course.

Course content

The following broad topics will be covered:

- Organizational Environment
- Managerial Skills Development

- Management Tools and Methodologies
- Company Objectives Setting
- Strategy Making
- Organization Design
- Organizational Monitoring & Key Performance Indicators
- Organizational Change & Company Restructuring
- Corporate Governance
- Corporate Social Responsibility
- Crisis Management
- Reputation Management
- Strategic Human Resources Management & Talent Management
- Knowledge Management
- Business Etiquette
- Corporate Universities

Learning Outcomes

Upon completion of the course students should be able to:

- understand how enterprises and nonprofit organizations operate
- acquire basic skills to manage organizations
- design key performance indicators to monitor organizational performance
- utilize quantitative and qualitative management tools and methodologies

Recommended reading

- Ioannidis: Class Notes and Presentations (eClass)
- Bateman, Snell, Konopaske: Διοίκηση Επιχειρήσεων, 13η έκδοση, Τζιόλας, 2019.

Teaching methods

- Lectures and presentations from the textbook and other related readings
- Analysis and discussion of actual cases
- In-class exercises
- Guest speaker presentations

Assessment methods

- Written Final Examination
- Group Project: Company Analysis

Course title: **Commercial and Economics Transactions regulation**

Course code: 2319

Type of the course: Compulsory

Level of the course: Undergraduate

Year of study: 2nd

Semester: 3rd

Number of credits allocated: 5

Name of instructor: Christina Tarnanidou, Athanasios Koulouridas

Objectives

With the conclusion of the Course, the students will:

- acquire basic knowledge with regard to the manner of operation of the commercial transactions and of their impact to the enterprises organization issues under the domestic system and the rules of the European Union as well
- be in a position to face legal issues in relation to the functioning of the enterprise and commercial transactions, the issuance and use of securities as payment means, the functioning of the capital market as a fund raising mechanism for enterprises, the use of distinctive marks (e.g. trade marks) and their protection, the functioning of the enterprise in the competitive environment and the protection of the competition and the market from unfair or limitative actions related to the competition
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe.

Prerequisites

No

Course content

The Course refers to issues of commercial law in relation to the organisation of the enterprise and includes the following:

- the General Part of the Commercial Law (introduction, commercial actions, merchants)
- the Basic Commercial Actions (commercial sale, commercial agency, current overdraft account, leasing contract, factoring contract, banking services, franchising contract, commercial agency or del credere agency agreements, transfers, investment or on-exchange transactions)
- the Negotiable Instruments Law (bill of exchange, banking cheques, promisory notes etc.)
- the Industrial Property Law (commercial name, distinctive title, trade mark etc.)
- the Competition Law (free competition, unfair competition)

The Course analyses theoretical issues and addresses practical problems related to the aforementioned parts of the commercial life. The referred issues are examined under the domestic system and the sectorial legislation of the EU as well.

Learning Outcomes

The students will:

- acquire basic knowledge with regard to the manner of operation of the commercial transactions and of their impact to the enterprises organization issues under the domestic system and the rules of the European Union as well
- be in a position to face legal issues in relation to the functioning of the enterprise and commercial transactions, the issuance and use of securities as payment means, the functioning of the capital market as a fund raising mechanism for enterprises, the use of distinctive marks (e.g. trade marks) and their protection, the functioning of the

enterprise in the competitive environment and the protection of the competition and the market from unfair or limitative actions related to the competition

- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe.

Recommended reading

- *Rokas I (5th edition under Tarnanidou Ch.) Commercial Law General Part*, 2015 (ISBN 978 – 960 – 562 – 416 – 3) (Greek edition)
- *Perakis Evag., Rokas N., General Part Commercial Law – Securities*, 2013 (ISBN 978 – 960 – 562 – 200 – 8) (Greek edition)

Teaching methods

The teaching material of the Course includes lectures. Teaching includes also other learning activities based on written optional or tutorial exams, essays, as well as coordinated educational visits in operators and authorities of the commercial sector (e.g. Chamber of Commerce, Athens Exchange).

Assessment methods

Final written exam and optional essays

Course title:	Management Information Systems
Course code:	2331
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	2 nd
Semester:	3 rd
Number of credits allocated:	5
Name of instructor:	Dimitris K. Kardaras

Objectives

The course focuses on the necessary knowledge and skills that students would need in order to be able to comprehend the importance of information systems and technology in the modern businesses, the range of their applications in the form of systems such as Data bases, ERP, CRM, CAD-CAM.

Prerequisites

No

Course content

- Systems theory and systems thinking.

- Introduction to information systems and information management. Current trends in systems, technologies and applications.
- Introduction to databases design. Examples and practice.
- Information systems in modern organizations (production management systems- CAD-CAM-CIM, systems in HRM, marketing and digital marketing, etc.)
- Introduction to e-business (internet and businesses, e-marketplaces, e-business), ERP and CRM systems.
- The interdependencies of information systems in organisational settings.
- The value creation through information systems.
- Strategic planning for information systems.

Learning Outcomes

This course focuses on the analysis of the current situation of an organisational setting from a strategic point of view and emphasises on exploiting the capabilities that Information Technology generates for improving organisational performance. Upon successful completion of the course the students will be able to systematically assess the organisational needs in information systems and technology and estimate their value in terms of organisational effectiveness. They will also be able to tackle issues pertaining to database design and assess technological developments. In particular this course discusses and aims to familiarize students with issues pertaining to:

- Understanding the importance of systems theory and thinking.
- Understanding the range of information systems applications in modern businesses, society and environment.
- Understanding principles of data base design.

Recommended reading

- Selected Journal papers.
- Πληροφοριακά Συστήματα: Από τη Θεωρία στην πράξη. Παπαθανασίου Ε., και Καρδαράς Δ. ISBN: 9789608249868, Εκδόσεις Μπένου Γ. 2011, Αθήνα.

Teaching methods

The course involves classes and lab sessions. All students attend classes and lab session. Attendance is not recorded. All teaching material is available to students enrolled to the course. During the semester student undertake coursework, which parts are designed so that students may practice and get familiar with the course material covered in lectures. Discussions on different topics and exercises are scheduled in the labs for the students to have a complete knowledge databases design and information systems applications and technology.

Assessment methods and criteria

- The examination consists of a written examination, which accounts for the 70% of the total mark.
- Coursework assignments that account for the 30% of the total mark.

4th Semester

Course title:	Financial Accounting
Course code:	2411
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	2 nd
Semester:	4 th
Number of credits allocated:	6
Name of instructor:	Emmanouil Dedoulis, Stella Spilioti

Objectives

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

- deal with recognition, measurement, impairment and reversal of values of complex financial instruments and other assets,
- conceptualize and determine the impact of the application of various accounting policies, methods and principles on the financial statements figures,
- understand the content of the financial statements of organizations,
- assess the performance and financial position of an organization,
- make rationale decision making on the basis of information derived from the published financial statements.

Prerequisites

This is an advanced course and students are highly recommended to have attended the course Introduction to Financial Accounting.

Course content

This course aims to enhance students' understanding of financial reporting practice and theory, building upon the background developed in the context of the introductory accounting course. It presents and explains key financial accounting issues for management and business practices, both from a preparer's and user's perspective. Emphasis is placed upon recognition, measurement and disclosure of a number of key balance sheet and related income statement (revenue and expense) items. In particular, the course presents the accounting for: inventory, tangible and intangible non-current assets, various types of financial instruments, financial leases and other liabilities, provisions and equity. Related income statement items include: sales revenue, cost of goods sold, depreciation, interest expense / income, and gains and losses on the sale of long-term assets and financial instruments. The understanding of the material is facilitated by tutorials during which a significant number of additional practical exercises and case studies are solved and analysed. By drawing students' attention to the economic rationale behind accounting practices, this course intends to enable students to develop not only technical skills but primarily their critical abilities and judgment which constitute an indispensable tool for modern management and business professional practices.

Learning Outcomes

At the end of the course, students will be familiar with:

- key advanced financial accounting issues
- recognition, measurement and disclosure principles
- economic rationale behind prevailing accounting practices

Recommended reading

The following book is recommended:

- Kieso E. Donald, Weygandt J. Jerry, Warfield D. Terry. 2018. Λογιστική-Εκτενής Ανάλυση με ΔΠΧΑ. BROKEN HILL PUBLISHERS LTD

list of recommended references for background reading:

- Libby R, Libby, P and Short, D., (2017). Financial Accounting. McGraw Hill International Edition, 9th eds.
- Hervé Stolowy, Michel Lebas and Yuan Ding (2010). Financial Accounting and Reporting: A Global Perspective. Third Edition, Gengage Learning

Teaching methods

There are two, two-hour lectures and a two-hour tutorial per week.

Assessment methods

Final written exam

Course title:	Regulatory Issues on the organisation of the Enterprise
Course code:	2412
Level of the course:	Undergraduate
Year of study:	2 nd
Semester/trimester:	4 nd
Number of credits allocated:	6
Name of instructor:	Christina Tarnanidou, Athanasios Koulouridas

Objectives

With the conclusion of the Course, the students will:

- acquire basic knowledge with regard to the companies of the commercial law and the insolvency issues under the domestic system as well as with regard to the listed companies in accordance with the rules of the capital markets in the EU
- be in a position to face legal issues in relation to the functioning of the companies and the manner of addressing insolvency proceedings of the enterprises
- be familiar in solving the practical issues that arise from the implementation of the relevant rules

- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe as well.

Prerequisites

No

Course content

The Course refers to the companies of the commercial law and specifically to the personal commercial companies and the commercial companies of limited liability.

Furthermore, the Course includes regulations related to insolvency and recovery.

Special part of the Course refers to the listed enterprises, mainly the enterprises that raise funds from the capital market and the exchange and the securities of which are admitted to trading in the relevant market.

The Course analyses theoretical issues and addresses practical problems related to the aforementioned parts of the commercial life. The referred issues are examined under the domestic system and the sectorial legislation of the EU as well.

Learning Outcomes

The students will:

- acquire basic knowledge with regard to the companies of the commercial law and the insolvency issues under the domestic system as well as with regard to the listed companies in accordance with the rules of the capital markets in the EU
- be in a position to face legal issues in relation to the functioning of the companies and the manner of addressing insolvency proceedings of the enterprises
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe as well.

Recommended reading

- *Rokas I.*, Companies Introduction to the Law of the Companies of the Commercial Law, 2017 (ISBN 978-960-622-148-4) (Greek edition)
- *Tarnanidou Ch.*, Special Rights of Shareholders of Listed Companies (2009) (Greek edition)

Teaching methods

The teaching material of the Course includes lectures. Teaching includes also other learning activities based on written optional or tutorial exams, essays, as well as coordinated

educational visits in operators and authorities of the commercial sector (e.g. Chamber of Commerce, Athens Exchange).

Assessment methods

Final written exam and optional essays

Course title:	Consumer Behaviour
Course:	2414
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	2 nd
Semester:	4 th
Number of credits allocated:	6
Name of instructor:	George Siomkos, Marina Psiloutsikou

Objectives

Consumer behavior is explored from two perspectives: (1) the perspective of a consumer who must make a multitude of decisions every day about what products to buy and (2) the perspective of the marketing manager who needs the understanding of consumer behavior in order to develop, evaluate and implement effective marketing strategies and tactics.

Prerequisites

It is helpful for students to have a good knowledge of Marketing Principles.

Course content

- Consumer Behavior and Marketing Strategy
- Cross-Cultural Variations in Consumer Behavior
- Group Influences on Consumer Behavior
- Perception
- Learning, Memory, and Product Positioning
- Motivation, Personality, and Emotion
- Attitudes and Influencing Attitudes
- Self-Concept and Lifestyle
- Situational Influences
- Consumer Decision Process and Problem Recognition
- Information Search
- Outlet Selection and Purchase
- Post purchase Processes

Learning Outcomes

- Acquire a framework for analysing consumer behaviour problems
- Learn how consumer behaviour can be affected by different marketing strategies

- Understand how behavioural evidence can be used to evaluate alternative marketing strategies
- Develop a deeper understanding of consumer behaviour by learning about relevant psychological and sociological theories
- Acquire experience in applying these theories to real-world marketing problems
- Develop a customer service-oriented mind-set.
- Ability to identify the moral dimensions of marketing tactics.

Recommended reading

Siomkos, George, Consumer Behavior, 5th Ed., Broken-Hill publishing.

Consumer Behavior: Building Marketing Strategy”

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

Teaching methods

Class lectures and case studies.

Assessment methods

Final written exam, quizzes, and case studies. There is also a non-compulsory written assignment.

Course:	Financial Management I
Course code:	2416
Type of Course:	Compulsory
Level of the course:	Undergraduate
Year of Study:	2 nd
Semester:	4 th
Number of credits allocated:	6
Name of instructor:	Anastasios A. Drakos, Konstantinos Kassimatis

Objectives.

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

- Understand the basic concepts of corporate finance and the time value of money.
- Use the concepts of Net Present Value of Internal Rate of Return for investment appraisal.
- Determine the appropriate cost of capital for an investment.
- Apply in-depth economic analysis to determine a fair price for a firm using Net Present Value analysis.

Course content

- Present, Future Values and Annuities
- Bank Loans and Refinancing
- Simple, Effective/Compounding interests rates
- Net Present Value and Internal Rate of Return
- Other Investment Appraisal Criteria

- Free Cash Flows to the Firm Free Cash Flows to the Equity
- Investment Appraisal Under Risk and Inflation
- Cost of Equity, Cost of Debt,
- Weighted Average Cost of Capital

Anticipated Results

- Understanding the fundamental notion of time value in financing and investment decisions
- Learning the concept of the Investment Criteria NPV and IRR, in theory and practice
- Definition of the Cost of Capital from alternative financing sources and calculation of the Weighted Average Cost of Capital.
- In depth analysis of the Project Valuation Process and the calculation of the Firm and Equity value through DCF model.

Prerequisites

No

Recommended reading

- A.A.Drakos G.AKarathanassis, (2017), «Financial Management for Corporations», Editions, Benos
- Lecture Notes, Case Studies, Workshops

Teaching methods

Lectures and Workshops

Assessment Methods

Final written exam

Course:	Microeconomics II
Course code:	2418
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	2 nd
Semester:	4 th
Number of credits allocated:	6
Name of instructor:	Constantine A. Bourlakis

Objectives

The aim of the course is to provide a medium to advanced treatment of microeconomic topics and techniques used for the study and for the understanding of business and of economics related problems.

Course content

- Markets for Factors of Production
- Price Discrimination
- Multi-plant Monopoly
- Oligopoly and Game Theory
- Cartels, Externalities
- Public Goods and Common Resources
- Private Information
- Special Topics in Mathematical Microeconomics

Learning Outcomes

Understanding the fundamental principles and techniques used in medium to advanced topics for the study and for the understanding of business and of economics related problems.

Prerequisites

The course assumes the knowledge of the 1st Year courses of “Microeconomics I” and “Quantitative Methods I”.

Recommended reading

- Bade, R. and Parkin, M., (2018), Foundations of Microeconomics, 8th Edition, Pearson Education, USA.
- Bourlakis, C. and Lorentziadis, P. (2016), Applied Mathematics for the Sciences of Economics and Management, Athens University of Economics and Business Publications, Athens, Greece, 2nd Edition.

Teaching methods

Lectures and Tutorials.

Assessment methods

Final written exam

4.2.1 Specialisation Business Administration Courses

5th Semester – Specialization: Business Administration

Course:	Financial Management II
Course code:	2511
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Anastasios A. Drakos, George Moratis

Objectives

The course entitled as Financial Management focuses on the principles and functions of the Corporate Finance. Medium and Short Term Financing, from Bank Loans to Factoring and Leasing offer a close insight on alternative Financing Decisions, while a detailed analysis of the Financial Programming (Break Even, Working Capital Management, Credit and Inventories Management etc.) and its applications on Corporate Planning, is performed. In this context of Corporate Financing and Planning the Capital Structure Decision and the Dividend Policy Matters, are essential for a consolidated review on the Corporate Finance.

Course content

- Operating and Financial leverage
- Capital Structure
- Dividend Policy
- Financial Programming and Working capital Management
- Credit Default Ratings and Metrics
- Cash Flow Budget
- Factoring and Forfaiting
- Financial and Operating Leasing

Anticipated Results

- Understanding the fundamentals of Financial Programming
- Learning of the Short Term Financing sources in the context of a Managing the Working Capital of a company
- Significance of the Capital Structure and the Dividend Policy, and their implications on the profit and the risk for both the company and the shareholders.
- Understanding the Short and Medium term Corporate Budgeting techniques.

Prerequisite

Financial Management I and Accounting I

Recommended reading

- “Principles of corporate Finance ” Utopia, Brealey Richard, Myers Stewart, Allen Franklin
- Lectures Notes, Case Studies, and workshops

Teaching methods

Lectures, Workshops and Workpaper

Assessment Methods

Final written exam (70%) και Work paper (30%)

Course title:	Human Resource Management
Course code:	2513
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Ilias Kapoutsis

Objectives

The aim of this course is to provide a robust understanding of the functions of human resource management, build awareness of how it links to a firm's competitive advantage, and apply such knowledge in real-world scenarios. Specifically, the course focuses on three Compulsory learning areas to allow students to manage organizations' human capital effectively: (a) knowledge, practice, application (Learning Outcomes 1, 2, and 3), (b) skills to analyze, synthesize, and communicate information (Learning Outcomes 4 and 5), and (c) development of professional skills (Learning Outcome 6).

Prerequisites

No

Course content

The content of this course includes the following six sections

- Strategic human resource management
- Job analysis and job design
- Recruiting and selection of employees
- Employee training and development
- The nature, design, and critique of different payment systems
- Design and implement a performance appraisal system

Learning Outcomes

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

- Comprehend the basic functions of HRM and their linkage using different theories and case studies.
- Identify ways for reducing costs and increasing performance of an organization through the adoption of modern practices and the use of technology in HRM.
- Apply the principles, practices, and technologies that learned during the course to deal with important challenges related to an organization's workforce.
- Evaluate the effectiveness of practices and technologies in HRM after taking into consideration an organization's working conditions.
- Demonstrate the ability to collect, analyze and synthesize information from a working environment to take rational and informed decisions that will have a positive effect.
- Interact, influence others in a professional manner, and communicate effectively ideas and recommendations.

Recommended reading

The following book is required:

- Papalexandris, N. & Bourantas, D., 2016, Human resource management (in Greek), Benos.
- Dessler, G., 2016, Human resource management, 15e, Pearson.

Teaching methods

Lectures with theory and practice. In addition, the course includes many exercises, videos, case studies, self-assessment tests, and role-plays to increase the students' understanding of the content and enhance their critical reasoning.

Assessment methods

Final written exam (60%), written group assignment presented in class (40%).

5th Semester –Specialization Electives in Business Administration

Course title: **Project Management**
Course code: 8121
Type of the course: Elective in specialization
Level of the course: Undergraduate
Year of Study: 3rd
Semester: 5th
Number credits: 6
Name of instructor: Konstantinos Andritsopoulos
(For the description of this course please see the study guide of the Department of Management Science of Technology)

Course title: **Regulatory issues of supervision of capital markets and corporate governance**
Course code: 2525
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Year of study: 2nd
Semester/trimester: 5th
Number of credits allocated: 6
Name of instructor: Christina Tarnanidou

Objectives

With the conclusion of the Course, the students will:

- acquire basic knowledge with regard to the manner of operation of the capital market, as a fund raising mechanism for enterprises and a secondary market, as well, that offers a series of services and products to the investors in accordance with the domestic system and the rules of the European Union
- be in a position to face legal issues in relation to the functioning of the capital market, the investment services, the financial instruments, the undertaking of collective investments, the manner of organisation of the exchange markets and the trading venues as well, the protective measures relating to the integrity of the capital market with regard to market abuse actions, as well as to the functioning of the financial system against money-laundering risks
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe

Prerequisites

No

Course content

The Course includes the basic introductory terms and regulations related to the functioning of the capital market and the corporate governance applicable to listed companies. Main emphasis is given to the rules of the EU to which our country is compliant. The basic parts of the Course relate to: 1) the operation of the capital markets and mainly of the markets in financial instruments, including also market abuse protection and investment services, 2) the mechanism of the investors protection against insolvencies and defaults of banks and investment firms, 3) the obligations of the issuing companies and the special rules to which they are subject (transparency, information, corporate governance), 4) the institutional investors - UCITs etc., 5) the securities that are held in a book-entry form in the registrars and the central securities depositories, 6) the special rules on insolvency and indebtedness with regard to obligations arising from financial transactions, 7) the protection against money laundering.

The Course analyses theoretical issues and addresses practical problems related to the aforementioned parts of the commercial life. The referred issues are examined under the domestic system and the sectorial legislation of the EU as well.

Learning Outcomes

The students will:

- acquire basic knowledge with regard to the manner of operation of the capital market, as a fund raising mechanism for enterprises and a secondary market, as well, that offers a series of services and products to the investors in accordance with the domestic system and the rules of the European Union
- be in a position to face legal issues in relation to the functioning of the capital market, the investment services, the financial instruments, the undertaking of collective investments, the manner of organisation of the exchange markets and the trading venues as well, the protective measures relating to the integrity of the capital market with regard to market abuse actions, as well as to the functioning of the financial system against money-laundering risks
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe

Recommended reading

- *Moloney N.*, EU Securities and Financial Regulation (2014)
- *Mallin Ch.*, Corporate Governance (2012)
- *Tarnanidou Ch.*, Special Rights of Shareholders of Listed Companies (2009) (Greek edition)
- *ibid*, The Regulated Market. EU law and national implementation (2008) (Greek edition)

- *ibid*, Derivatives Contracts of the Financial Sector (2006) (Greek edition)

Teaching methods

The teaching material of the Course includes lectures. Teaching includes also other learning activities based on written optional or tutorial exams, essays, as well as coordinated educational visits in operators and authorities of the commercial sector (e.g. Chamber of Commerce, Athens Exchange).

Assessment methods

Final written exam and optional essays

Course title:	Production Management and Services
Course code:	2509
Type of the course:	Elective in specialization
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Paraschos Maniatis

Objective of the course

The Production and Operations Management course aims at introducing the student to issues related to the design, analysis, re-design, optimization and operation of Industrial and Manufacturing Systems as well as Services, and to highlight the need for effective management of the limited resources of these systems.

Prerequisites

No

Course content

The production and operations management course consists an introducing of the student into issues related to the design, analysis, re-design, optimization and operation of Industrial and Manufacturing Systems and Services, and to highlight the need for efficient management of the limited resources of these systems. Through the course the student will be able to understand the organizational structure and the main components - subsystems - functions of a Production System. At the same time, it will acquire an essential knowledge of the problems presented by Production Systems in their design and operation, as well as the methods of solving these problems by analytical and computational methods. Through the Production Management course, the important role of Production Managers will emerge, which in collaboration and complementary to Finance and Marketing Managers are the main

administrative pillars that support the success of a business. The Production Management course requires a basic knowledge of Distinct Mathematics (especially Linear Programming), Statistics and Computers, although most of the topics covered are autonomous.

Learning Outcomes

Upon completion of this program, students will be able to:

- To develop knowledge and understanding of all key business areas
- Demonstrate the understanding of how the company operates in a global and multicultural environment
- Apply critical and reflective thinking skills and use analytical tools to evaluate information, solve problems and make informed decisions
- Communicate effectively verbally and in writing using appropriate technologies
- Effectively operate in a variety of group roles and take leadership roles where needed.
- To learn how to manage the lessons independently, professionally and morally

Recommended reading

- Russell R.S. and Taylor B.W. (2003) "Operations Management: Quality and Competitiveness in a Global Environment", 4th ed., Prentice Hall
- Schroeder, R. G. (2007) "Operations Management: Contemporary Concepts and Cases", 4th ed., McGraw-Hill
- Stevenson, W.J. (2010) "Operations Management", 9th ed., McGraw-Hill
- Waller D.L. (2003) "Operations Management: A Supply Chain Approach", Cengage Business Press, 2nd edition
- Dervitsiotis, K.N. (1999), "Production Management", Kleidarithmos editions
- Ioannou, G. (2005), "Derivatives and Services Management", Stamoulis editions
- Pappis, K.Π. (2006), "Production Planning", Stamoulis editions

Teaching methods

Lectures of the theoretical / practical part and solving of student / student exercises

Assessment methods

Final written exam

Course title:

Tax Income of Natural Persons and legal Equities

Course code:

2510

Type of the course:

Compulsory

Level of the course:

Undergraduate

Name of instructor

Constantinos Chalevas

Objective of the course

Prerequisites

No

Course content

Income taxation is of vital importance for both individuals and legal entities. It affects government revenues and confronts tax evasion and tax avoidance issues.

The course introduces students to the structure and philosophy of the tax framework, as stipulated by the Greek Income Tax Code (Law 4172/2013).

It is worth mentioning that the current Income Tax Code aligns the Greek tax legislation with international developments and in particular with the framework established by the Organization for Economic Cooperation and Development (OECD).

Also, the course focuses on the explanation of the fundamental tax terms and concepts. Furthermore, it provides comprehensible examples on the implementation of the tax provisions for both individuals and legal entities.

Learning Outcomes

Upon successful completion of the course, the student should:

- understand the concepts of tax residence and permanent establishment
- recognize the persons and the entities subject to income tax
- comprehend the fundamental principles of International *Double Taxation* Agreements
- recognize the tax-exempt corporate entities
- Know the revenue categories (Employment income, pension income, benefits in kind, business income, capital income, transfer of capital assets)
- Know the Greek Income Tax Code provisions for individuals, corporate entities and determine the relevant tax liability.
- comprehend the concept of “Minimum Presumed Income” and calculate the relevant tax liability
- learn about additional *types* of taxes (i.e the special solidarity contribution)
- Know the tax deductible expenses for individuals
- discern the deductible and non deductible business expenses with a focus on depreciations, allowance for doubtful accounts, research and development (*R & D*) *expenditures*, *interest expenses*
- know how to adjust the accounting income to tax income
- be able to complete accurately the appropriate tax returns for individuals and entities
- understand the Greek Income Tax Code provisions regarding *Tax avoidance and Tax evasion*

Recommended Reading

(*TAXATION OF INDIVIDUALS AND BUSINESS ENTITIES. ANALYSIS – INTERPRETATION*, D. Stamatopoulos – A. Karavokyris (2017), Edition by Stamatopoulos, Athens)

Teaching methods

The lectures present the Greek Income Tax Code provisions (Law 4172/2013), specific *practical examples* and real life case studies.

Assessment methods
Written examination

6th Semester– Specialization: Business Administration

Course title:	Business Strategy
Course code:	2610
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	6 th
Number of credits allocated:	6
Name of instructor:	Papadakis Vassilis, Thanos Ioannis

Objectives

This course is an introductory course to strategic management. It starts with the definition of strategy and continues with the analysis of the external environment (PEST, Five Forces, Strategic Groups, Scenario planning), internal environment (resource-based view, value chain) and vision/mission. The rest of the course deals with issues of strategy formulation (e.g. growth strategies, retrenchment strategies, competitive strategies) as well as strategy implementation (i.e. mergers, acquisitions, alliances, the role of leadership, structure, systems, people) as well as the most common strategy mistakes taking place in crafting and implementing strategy.

Course content

The course comprises of the following modules:

- How to analyze the external environment of the company: (Structural Analysis of Industries-5 Forces, Strategic Groups, Scenario Planning, PESTEL Analysis)
- How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as the creation of dynamic capabilities, Value Chain, Organizational Culture)
- How to direct the company into the future (mission/vision/strategic intent)
- How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, form an alliance with another business).
- How to build and sustain competitive advantage (Porter's Generic Competitive Strategies, Value Disciplines, Strategy Clock)
- What type of structure, systems, people, does a company need to successfully implement a chosen strategy (McKinsey's 7S's).
- How to make better strategic decisions and how to avoid the hidden traps that lead to erroneous decisions.
- The course will provide frameworks for identifying the challenges of different competitive environments. We will give you some analytical approaches that are useful to widely different strategic problems. Our final aim is to help you understand how to

build a strategically responsive organization by tuning systems, structures and people to strategy, and how to effectively manage the process of strategizing.

Learning Outcomes:

The course aspires to:

- Help participants understand:
 - the external environment in which our companies operate,
 - the role and significance of Compulsory competences not only in offering competitive advantage, but also in providing the foundation upon which strategies are based,
 - the role and significance of corporate mission/vision statements in success.
- Help participants craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
- Develop understanding on how to build and sustain competitive advantage
- Realize what type of structure, systems, people, a company needs to successfully implement a chosen strategy.
- To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.

Prerequisites

No

Recommended or required reading

The main textbook is:

Papadakis V., Business Strategy: International and Greek Experience, Benos Publishing Co, Volume A', 2016, 7th Edition (in Greek).

Additional Recommended international textbooks include:

- **Johnson** G., R. Whittington and K. Scholes, 'Exploring Strategy: Text and Cases', Prentice Hall, 11th edition, 2018.
- **Hill**, C., G. Jones and M.A. Schilling, Strategic Management Theory, Cengage Learning, 11th edition, 2015.
- **Thompson**, A.A., M.A. Peteraf, J.E. Gamble and A.J. Strickland III, Crafting and Executing Strategy: Concepts and Readings, 20th edition, McGraw-Hill, 2016.

Teaching methods

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

Assessment methods

The course grade will be based on a Final written exam and an optional group assignment. Addressing the questions requires critical thinking.

Course title:	Management Accounting
Course code:	2731
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Sandra Cohen

Objectives

The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on management accounting, by introducing its basic principles and applications. Upon completion of the course, students will be familiar with the basic elements of production cost calculation and cost allocation, the issues of preparing, monitoring and controlling the master budget as well as with the analysis of variances, the methodology for short-term decision-making based on cost information as well as the analysis of Cost-Volume-Profit.

Prerequisites

No

Course content

The course covers the following topics:

- Introduction to management accounting, distinguishing management accounting from financial accounting, Introduction to cost accounting
- Basic cost elements, Distinctions of cost, Cost of Goods produced calculation, Cost of Goods Sold calculation, Production cost elements (Raw Materials, Direct labor, Production O/H)
- Allocation of O/H to cost centers, application of O/H to products
- Introduction to Budgeting, Types of Budgets, Forecasting methods, Developing the Master Budget
- Cash budgeting, Examples of Master Budgets for Commercial and Production companies
- Flexible and static budgets, Spending and Volume variances, variance calculation and analysis
- Capital budgeting, Investment plans assessment methods
- Break Even Point for one and multiple products, Cost-volume-profit analysis

- Short-term decision analysis, decision criteria for special orders and use of resources under constrain, examples

Learning Outcomes

Upon completion of the course, students will be familiar with the basic elements of production cost calculation and cost allocation, the issues of preparing, monitoring and controlling the master budget as well as with the analysis of variances, the methodology for short-term decision-making based on cost information as well as the analysis of Cost-Volume-Profit.

Recommended reading

The lectures are based on the following book:

Venieris G, and S. Cohen, «Management Accounting», P.I Publishing, Athens, 2007 (in Greek).

Other recommended readings are:

- Hilton, R., M. Maher and F. Selto, “Cost Management: Strategies for Business Decisions”, International Edition, 4th edition, Mc Graw Hill, 2008
- Drury, C., “Management and Cost Accounting”, Thomson, 6th edition, 2004.
- Horngren, C. T., A. Bihmani, S. Datar and G. Foster, “Management and Cost Accounting”, Prentice Hall, 2nd edition, 2002.

Teaching methods

Lecturing covering theory, worked examples and exercises solved in the classroom. Students also attend tutorials that accompany the course. Moreover, the eclass hosts a self-assessment exercises bank where students can practice with multiple choice questions and get feedback about topics covered in the course.

Assessment methods

Final written exam

Course title:	Conflict Management and Negotiations
Course code:	2614
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3d
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Ilias Kapoutsis

Objectives

Negotiation is a complex process that requires knowledge, skill, and practice. The aim of this course is to provide the necessary knowledge to effectively prepare for a negotiation, plan a negotiation strategy and deal with conflicts and contingencies. The course also aims at developing those skills that will enable students to effectively communicate with others, manage their emotions, decode their counterparts' interests, etc. Finally, students will participate in negotiation role-plays to apply theory, get feedback, reflect on the outcome and, hence, further enhance their knowledge and abilities.

Prerequisites

No

Course content

- Alternative perspectives of conflict management and negotiations
- The nature of conflict, sources of conflict, conflict management styles
- Conflict architecture
- Effective negotiation preparation
- Negotiation strategies and tactics and their countermeasures
- Effective communication in negotiations
- The role of ethics in negotiations
- Multi-party negotiations
- Cross-cultural negotiations

Learning Outcomes

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

- Design an effective negotiation plan by interpreting the interests and bargaining power of all relevant stakeholders.
- Analyze/Synthesize information in real-time through negotiation simulations to effectively operate within uncertain, ambiguous and tense environments.
- Recognize and effectively apply negotiation strategies/tactics/practices presented in class.
- Demonstrate the ability to manage intrapersonal, interpersonal, group, and organizational conflicts.
- Demonstrate the ability to resolve third party disputes.
- Demonstrate the ability to create coalitions in multi-party negotiations.
- Demonstrate the ability to create long-term relationships.

Recommended reading

The following book is required:

- Nikolopoulos, A., 2014, Negotiating strategically: One versus all, Palgrave Macmillan.
- Lewicki, R.J., Barry, B., & Saunders D., 2014, Negotiation, 7e, McGraw-Hill.
- Galanakis, M., Kyriazos, T., & Stalikas, A. (2017). Conflict Management. Patakis [in greek]

together with a list of recommended references for background reading:

- Volkema, R., 1999, The Negotiation Toolkit: How to get exactly what you want in any business or personal situation, AMACOM.

- Volkema, R., 2006, Leverage: How to get it & how to keep it in any negotiation, AMACOM.
- Thompson, L., 2015. The Mind and Heart of the Negotiator, Global edition, Pearson.
- Watkins, M., 2006. Shaping the Game: The New Leaders Guide to Effective Negotiating, Harvard Business School Press.
- Lax, D. A., 2006. 3-D Negotiation, Harvard Business School Press.

Teaching methods

Lectures, case studies, role-plays, videos, self-assessment test.

Assessment methods

Final written exam (80%) and class participation (participation in roles plays; 20%). The students may participate in an elective experiential exercise and submit a report essay (up to 20% extra credit).

6th Semester – Specialization Electives in Business Administration

Course:	Investment Management
Course code:	2622
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	6 th
Number of credits allocated:	6
Name of instructor:	Anastasios A. Drakos

Objectives

The Principles and Applications of Investment Management in the framework of the International Capital Markets shape the educational outline of the specific course. In the first part students will become familiar with the efficient Market Hypothesis, which constitutes the base for understanding issues related to the asset pricing and the essentials of the Modern Portfolio Theory, with extensions to Portfolio Management and risk pricing. In the second part, students will work on the Stock Valuation aspects, using both Absolute and Relative Valuation Models, with many applications and case studies from listed companies. The Collective Investments instruments (Mutual Funds, and Investment Companies) will be also presented, along with the valuation indices measuring their performance and efficiency. In the last part of the course students are asked to develop their own equity portfolio, using contemporary stock picking techniques and managing it in real time aiming to beat the risk adjusted performance of a Generalized Market Index.

Course content

- Risk and Return measures
- Efficient Market Hypothesis
- Modern Portfolio theory
- Assets and Risk Pricing
- Absolute and Relative valuation Models
- Stock Picking strategies
- Mutual Funds and Investment companies
- Equity Portfolio Construction and Management

Anticipated Results

- Understanding the notion of risk adjusted returns
- Understanding the notion of Modern Portfolio Theory and risk Diversification
- Learning of the equity and stock absolute and relative valuation metrics and Stock picking techniques in the context of portfolio construction
- Learning the basic aspects and the valuation of the Collective Investment Schemes
- Application of Portfolio, consisting of equities, management in real time

Prerequisites

Financial Management I,II

Recommended reading

- Investments, 4 th edition, by Zvi Bodie, Alex Kane and Alan J. Marcus.
- Lectures Notes, Case Studies

Teaching methods

Lectures, Workshops and Workpaper

Assessment Methods

Final written exams (50%) & Work paper (50%)

Course title:	Marketing Metrics & Research
Course code:	2630
Type of the course:	Compulsory in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	6 th
Number of credits allocated:	6
Name of instructor:	George Siomkos, Marina Psiloutsikou

Objectives

The course objectives are to provide students with an overview of Marketing Research and focuses on understanding the process, the outputs and the applications of marketing research.

Prerequisites

Although not compulsory prerequisites apply, basic knowledge of marketing principles and statistics are helpful to the students.

Course content

Topics covered include: primary versus secondary data; primary data collection methods; qualitative research (i.e., in-depth interviews, focus groups, projective techniques, observation techniques); questionnaire design; sampling methods; market research applications; data coding, editing and analysis; research reporting.

Learning Outcomes

The Learning Outcomes of the course are mainly to enable students to effectively evaluate marketing research proposals, to interpret and critically review Marketing Research reports, and to evaluate their usefulness to management and managerial decision-making.

Recommended reading

- Siomkos, G.J. and D.A. Mavros, Marketing Research & Metrics, Broken Hill publishing, 2018.
- Siomkos, G.J. and Aik. Vassilikopoulou, Analysis Methods Application in Market Research, Athens: Ath. Stamoulis Publications.
- Churchill, G.A. and D. Iacobucci, Marketing Research: Methodological Foundations, Thomson / South-Western.
- Wilson, A., Marketing Research: An Integrated Approach, Prentice-Hall.

Teaching methods

Class lectures, class exercises, case studies, written assignment, public presentation.

Assessment methods

Final exam and written assignment.

Course title:	Supply Chain Management (Logistics)
Course code:	2608
Type of the course:	Elective
Level of the course:	Undergraduate
Name of instructor:	Paraschos Maniatis

Objectives of the course

The course aims at training the participants in the expansion of knowledge and experience in modern and specialized supply chain applications. Specialization of participants in the evolution of supply chain in relation to the development of e-commerce, mobile business and e-business.

Prerequisites

None

Course content

Supply Chain Management for undergraduate means learning from the best in this rapidly growing career field. As Supply Chain Management continues to be one of the most critical business disciplines in the manufacturing and service sectors, the demand for qualified professionals and opportunities for career mobility are increasing. The higher you climb up the corporate ladder, the more you need to be aware of all supply chain functions and how they integrate. Once removed from the concerns of top management, supply chain issues are shared by c-level professionals and top managers, making them equal members of the executive team participating in strategic and operational decisions at the highest level.

Advancing your education and earning credentials proves to employers that you've demonstrated competency and knowledge of all levels of the supply chain.

Learning Outcomes

Upon completion of the course, the students will:

- A) Develop knowledge of all key logistics functional areas for engineers and their understanding
- B) Demonstrate an understanding of the way logistics work for engineers in a global and multicultural environment
- C) apply critical and reflective thinking skills and use analytical tools to evaluate information, problem solving, and make informed decisions
- D) Communicate effectively verbally and in writing using appropriate technologies
- E) function effectively in a variety of group roles and assume leadership roles where needed.
- F) learn to manage the lessons independently, professionally and morally

Recommended reading

Paraschos Maniatis (2018) Supply Chain Management. From Theory to Practice. DAVINCI Publications

Ballou, R.H. (2004) "Business Logistics / Supply Chain Management", Fifth Edition, Prentice Hall, Englewood Cliffs, New Jersey

Papadimitriou, E., Schinas, O. (2004) "Introduction to Logistics" Stamoulis Publications, Athens, ISBN 960351411X

Teaching methods

Lectures of the theoretical / practical part and solving of student / student exercises

Assessment methods

Final written assignment

Course title:	Design and Development of Products
Course code:	8166
Type of the course:	Compulsory
Level of the course:	Undergraduate
Name of instructor:	Klas-Erik Soderquist

(For the description of this course please see the study guide of the Department of Management Science of Technology)

Course Title:	Organizational Behavior & Leadership
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Course ID:	2420
Type of Course:	Elective
Level of course:	Undergraduate
Year of study:	Third year
Semester/trimester:	Spring
Number of credits allocated:	6
Name of lecturer:	Ilias Kapoutsis, Assistant Professor

Objectives of the course

The course aims to enhance students' understanding of (a) how individuals and groups behave, react, and interpret organizational phenomena, (b) the leadership characteristics, skills and behavior required to shape a favorable work environment and (c) the role of context (systems, structures, and processes) in understanding business operations. The course includes topics from several disciplines including management, psychology, sociology, ethics, anthropology, etc. facilitating students in laying the groundwork for understanding and managing people. Throughout the course, students participate in group projects, active learning exercises, theory application to managerial issues, and feedback. This way, students learn new abilities and a problem-solving mindset.

Prerequisites

There is no prerequisite for participation in this course.

Course content

- Personal differences
- Cognition and biases in the workplace
- Motivation theories and practical applications in the workplace
- Job attitudes
- Group dynamics
- Leadership characteristics, skills, and behavior
- Power and organizational politics
- Perspectives in leadership (e.g., ethical leadership, charismatic leadership, servant leadership)
- Communication and conflict management
- Leading organizational change

Learning Outcomes

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

1. Recognize the major organizational behavior theoretical stances and real-work applications.
2. Describe the ways in which personality, emotions, values, attitudes, and perceptions influence behavior in organizations.
3. Describe the leadership traits, abilities, and behavior as well as the conditions in which leaders have an impact on the actions of individuals / groups / organizations.
4. Describe how leadership affects team dynamics.
5. Apply organizational behavior concepts to examine and improve individual, team, and organizational effectiveness.
6. Design and preserve healthy and productive work environments.

Recommended reading

The following books are required:

- Vakola, M. & Nikolaou, I.(2019). Organizational Psychology and Behavior (in Greek), 2nd ed., Rosili Publishing.
- Northouse, P. (2019). Leadership: Theory and Practice, 8th ed. Papasotiriou Publishing.

Teaching methods

Lectures, case studies, role-plays, videos, self-assessment test.

Assessment methods

Final written exam (50%), written group project (40%), and class participation (10%).

Course title:	Performance Management
Course code:	2408
Type of the course:	Elective in specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Fall
Number of credits allocated:	6
Name of instructor:	Alexandros Papalexandris

Objectives

The course aims to introduce students to the concepts of measurement and management of business performance. In this context, the course aims to propose ways of measuring, evaluating and improving the different variables that have the potential to affect the efficiency and effectiveness of different organizations. Specifically, the course analyses modern ways, methodologies and tools used to measure and manage business performance (such as the Balanced Compulsory card). It also examines the different components of performance (financial, customer, internal processes, learning and growth) and examines the impact that they have on creating value for the organization.

Prerequisites

No

Course content

The course presents a logical continuation of the course Business studies. The course analyses different methodologies and tools used to measure and manage the performance of modern enterprises. Then, it goes on to examine the different components of business performance (financial, customer, internal processes, learning and development) and investigates the impact that these have on value creation for the organization.

Learning Outcomes

The course is designed to help develop student knowledge (points 1 & 2), skills (points 3 & 4) and abilities (points 5 & 6) as outlined below:

- 1) Identify and understand the key variables that affect the strategy and performance of businesses and non-profit organizations
- 2) Distinguish between the different components of business performance (financial, customer, internal processes, learning and growth)
- 3) Identify different strategic objectives stemming from the business strategy of the organization and evaluate their impact on organizational performance
- 4) Determine the interactions between the different strategic objectives and performance variables that are set by organizations
- 5) Suggest specific Key Performance Indicators (KPIs) to measure organizational performance
- 6) Combine knowledge from different disciplines related to business administration to propose specific ways of evaluating and controlling the performance of organizations

Recommended reading

- Papalexandris, A. (2011). Διοίκηση της απόδοσης (Οικονομική των Επιχειρήσεων II). Class Notes.
- Cokins, G. (2009). Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics. Hoboken, NJ: John Wiley and Sons.
- Kaplan, R. S., & Norton, D. P. (2001). Building a strategy-focused organization. Ivey Business Journal, 65, 12-19.
- Kaplan, R. S., & Norton, D. P. (1996). Translating Strategy into Action - The Balanced Scorecard. Boston: Harvard Business School Press.
- Neely, A. (2007). Business Performance Measurement: Unifying Theory and Integrating Practice (2nd ed.). Cambridge: Cambridge University Press.

Teaching methods

Lectures

Assessment methods

Final written exam and student assignment (non-obligatory)

7th Semester – Specialization: Business Administration

Course title:	Financial Statement Analysis
Course code:	2810
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Fall
Number of credits allocated:	6
Name of instructor:	Constantinos Caramanis, Emmanouil Dedoulis

Objectives

This course is designed to extend and deepen students' knowledge and understanding of various aspects concerning the analysis of corporate financial reports. Financial analysis is routinely employed by users to make rational economic decisions that affect the allocation of scarce resources in the economy. The course integrates knowledge acquired in various subject areas (e.g. accounting, economics, finance, business, management and law). It presents various techniques routinely used in standard financial analysis, including the preparation and analysis of cash flow statement. At the same time, the course notes the importance of considering the wider economic, regulatory and social context when conducting financial analysis of business organizations.

Prerequisites

Knowledge of financial accounting is an essential prerequisite for this course.

Course content

The course covers the following topics:

- Introduction to financial statement analysis: supply and demand for financial information, institutional – legal issues
- Preparation and analysis of the cash flow statement
- Key techniques in financial statement analysis
- Analysis of liquidity
- Analysis of performance
- Capital structure

Learning Outcomes

At the end of this course, students will be in a position to:

- Understand the content of the financial statements of a real business enterprise.
- Understand and estimate basic measures of corporate performance, liquidity and financial position;

- Understand how financial statement analysis is used as an important tool for managing businesses and organizations;
- Conduct a comprehensive analysis of a real business organization.

Recommended reading

The lectures are based on the following books:

- Subramanyan K.R, Wild John, (2016), Analysis of Financial Statements, Broken Hill Publishers Ltd, Nicosia (in Greek).
- Gikas, D., Papadaki, A. and Siougle, G., The analysis and valuation of corporations. Benos, Athens (in Greek).

Teaching methods

Two lectures per week (two-hours each) focus on the fundamental issues of the course, while group discussions are organized on relevant case studies.

Assessment methods

Final written exam

Course title:	Special Topics in Strategy
Course code:	2812
Type of the course:	Compulsory in Specialization in Business Administration
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	7 th
Number of credits allocated:	6
Names of instructors:	Vassilis Papadakis, Anthony Ioannidis

Objectives

In the department of business administration we believe that we should help our students develop their ability to think strategically, understand the trends in the external environment and not only adjust, but ideally be able to influence them. The present course is designed as an advanced strategy course, which aims to present the current thinking in the strategy area.

Course content

In this course we discuss the new schools of thought in the area of business strategy, dig deeper into the intricacies of managing strategic changes, and understand the role and impact of strategic innovation, imitation strategy and corporate governance systems. Furthermore, we discuss the various methodologies, tools, best practices in business administration, together with the significance of industry Clusters (i.e. formation and practical contribution). Finally, we focus on the significance of Public Private Partnerships (meaning, practical implementation ideas).

Learning Outcomes

The course aspires to introduce students to a number of special topics of business strategy. Participating students are expected to:

- Understand the new schools of thought in the area of business strategy. What has emerged after Michael Porter and what is its practical significance.
- Understand the main forces that lead the majority of strategic changes to failure. Identify the major mistakes that take place. Realize how managers can act to avoid them.
- Realize how can a company innovate strategically and change the rules of the game in its market. Help students develop strategic innovation skills.
- Identify the various corporate governance systems and realize which of them can lead to more successful strategy creation and higher accountability.
- Understand the most common methodologies, tools, best practices in business administration and be able to use them in making decisions.
- Evaluate the importance of industry clusters, their formation and practical contribution.
- Implement different growth options (i.e. Organic growth vs external development) in various situations
- Understand the importance of Public Private Partnerships (i.e. meaning, practical implementation ideas).

Prerequisites

No

Recommended or required reading

The main textbook is: Papadakis V., 'Special Topics in Business Strategy' (in Greek), Benos Publishing Co, 2009. Additional notes by Prof. Ioannidis are available from the e-class.

Teaching methods

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

Assessment methods and criteria

The course grade will be based on Final written exams and an optional group assignment.

7th Semester – Specialization Electives in Business Administration

Course title:	Decision Making
Course code:	2743
Type of the course:	Elective
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Alexandros Papalexandris

Objectives

The course aims to analyse the decision-making process and its application to complex business problems. Particular emphasis is placed on understanding the various decision-making models and their application in various fields of business, the intuitive and economic importance in decision making and the utilization of information technology in decision making.

Prerequisites

None

Course content

The course covers 3 main decision-making models: Linear and Integer Programming, Decision Analysis and Simulation. In each section of the course, students will be exposed to a wide range of applications and will make use of appropriate software packages in order to have the opportunity to apply their knowledge to various real business problems.

Learning Outcomes

The course is designed to help develop student knowledge (points 1 & 2), skills (points 3 & 4) and abilities (point 5) as outlined below:

- 1) Recognize the importance of different decision-making models in the effective management of the organization
- 2) Differentiate between the various decision models and determine their usefulness in solving complex business problems
- 3) Analyse and formulate complex problems of linear and integer programming
- 4) Choose the right decision model to solve different business problems
- 5) Solve real and complex problems, for a wide range of business functions, using decision-making models (such as decision trees)

Recommended reading

- Πραστάκος, Γ.Π. (2006) Διοικητική Επιστήμη: Λήψη Επιχειρησιακών Αποφάσεων στην Κοινωνία της Πληροφορίας. Εκδόσεις Σταμούλη

- Πραστάκος Γ.Π. (2002). Διοικητική Επιστήμη στη Πράξη: Εφαρμογές στη Σύγχρονη Επιχείρηση. Εκδόσεις Σταμούλη.

Teaching methods

Lectures, lab exercises, tutorials

Assessment methods

Final written exam

Course title:	Financial Management III
Course code:	2741
Type of the course:	Elective
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	7 th
Number of credits allocated:	6
Name of instructor:	Konstantinos Kassimatis

Objectives

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

- Understand the motives for mergers and acquisitions.
- Be familiar with the various valuation methods for firms.
- Analyze the financial statements of a company for valuation purposes.
- Apply economic analysis to determine a fair price for a firm.
- Understand the basic pillars of behavioral finance.
- Understand how human psychology can affect financial decisions.

Prerequisites

No

Course content

- Mergers and Acquisitions: motives, effectiveness, defense tactics, valuation of target companies, methods of payment for takeovers.
- Behavioral finance: basic principles, financial market anomalies, heuristics, behavioral explanations of financial anomalies.
- Microstructure of Greek capital market.

Learning Outcomes

At the end of the course students should:

- Understand the motives behind Mergers and Acquisitions.
- Know the various methods for firm valuation.
- Know how to analyze financial data for firm valuation.

- Know how to apply financial analysis to determine the fair acquisition premium for a firm.
- Understand the basic principles of behavioral finance.
- Understand the ways through which human psychology can affect investment decisions.

Recommended reading

The following book is required:

Kyriazis D., 2016, Mergers and Acquisitions, N. Ionia, Diplografia (main textbook).

Teaching methods

Lectures

Assessment methods

Final written exam and project (optional)

Course title:	Games of Strategy
Course code:	2742
Type of the course:	Elective
Level of the course:	Undergraduate
Year of study:	4th
Semester:	7 th
Number of credits allocated:	6
Name of instructor:	Marina Psiloutsikou

Objectives

The objective of the course is to offer students an introduction to Game Theory with an emphasis on its strategic aspect rather than its mathematical. Upon completion, students will:

- be able to model various real-life situations and analyse possible outcomes
- retrieve and manage critical information
- identify areas of cooperation in competitive environments
- understand whether there is a possible advantage of moving first, assess the credibility of threats and promises
- have the tools to make decisions in situations of interdependence

Prerequisites

Some knowledge of business strategy is desired, but there is no strict requirement.

Knowledge of basic mathematics (algebra and probabilities).

Course content

Game theory studies conflict and cooperation among rational decision makers. It attempts to determine mathematically and logically actions that decision makers would take to achieve the

best outcome. This course is an introduction to Game Theory. It presents the basic framework of games and decisions, definitions and terminology, classification criteria, extensive and strategic forms of depiction, solving methods and strategic moves. The concept of Nash equilibrium and its impact is extensively discussed. Numerous exercises and applications of game theory in business, politics and everyday life are presented. Students familiarize with Gambit, an open-source software to build, analyse, and explore game models.

Learning Outcomes

Students will cultivate the following abilities:

- Strategic thinking, ability to analyse and synthesise
- Skills to manage information
- Abstract thinking
- Analysis of rational decision models
- Ability to apply basic mathematical concepts of Game Theory to the business environment
- Ability to work in teams

Recommended reading

McCain, R. A. 2014. *Game Theory: A nontechnical introduction to the analysis of strategy*, 3rd edition, NJ: World Scientific Publishing Co, Pte ltd.

Dixit A., Skeath S. 2014. *Games of Strategy*, 4th Edition, NY: W. W. Norton & Company

Dixit A., Nalebuff B. 1993. *Thinking Strategically: the competitive edge in business, politics and everyday life*, NY: W. W. Norton & Company

Dixit A., Nalebuff B. 2010. *The Art of Strategy: A Game Theorist's Guide to Success in Business and Life*, NY: W. W. Norton & Company

Teaching methods

Class lectures, class exercises, written assignment, public presentation

Assessment methods

Final written exam and written assignment

Course title: **Enterprise Recourse Planning Systems**

Course code: 8159

Type of the course: Elective in Specialization

Level of the course: Undergraduate

Name of instructor: George Ioannou

(For the description of this course please see the study guide of the Department of Management Science of Technology)

Course title: **Accounting for Financial Instrumets**
Course code: 7247
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Georgia Siougle
(For the description of this course please see the study guide of the Department of Accounting and Finance)

8th Semester – Specialization: Business Administration

Course title:	Entrepreneurship
Course code:	2717
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	8 th
Number of credits allocated:	6
Name of Instructor:	Anthony Ioannidis

Objectives

Entrepreneurship focuses on the concepts, skills, know-how, information, attitudes and alternatives that are relevant for start-up and early-stage entrepreneurs, entrepreneurial managers and the relevant stakeholders. It is a course with two fundamental objectives. The first is to teach future entrepreneurs and entrepreneurial managers to use the entrepreneurial perspective in order to make better decisions, and thereby influence positively one's odds for success, and to minimize the odds and costs of blunder. Students will enhance their capability to envision, anticipate and orchestrate what has happened in order for them to succeed. The second aim is to teach effective entrepreneurial and general management practice from the perspectives of the founder, and the vital stakeholders that can make a substantial difference in the ultimate success or failure of the entrepreneurial process. The central focus of the course is the critical role of opportunity creation and recognition, and the entrepreneur as the principal success factors in new enterprise formation and building.

Prerequisites

Knowledge acquired in previous management, finance, accounting, and marketing courses.

Course content

The following broad topics will be covered:

- The opportunity and the entrepreneurial process
- The founding team
- Resource requirements
- Financing entrepreneurial ventures
- Start-up and after
- Spin-offs
- Technological Entrepreneurship
- Venture Capital / Private Equity financing
- Business Incubators
- Entrepreneurial Education

Learning Outcomes

Upon completion of the course, students should be able to:

- Identify and determine what entrepreneurs need to know about the critical driving forces in a new venture success.

- Identify how successful entrepreneurs and investors create, find and differentiate profitable and durable opportunities from just “other good ideas”, and how opportunities evolve over time.
- Evaluate and determine how successful entrepreneurs and investors create and build value for themselves, and others.
- Identify and determine the necessary financial and non-financial resources available for new ventures, identify the criteria they use to screen and evaluate proposal, their attractiveness and risks, and how to obtain start-up and early growth capital.
- Determine the critical tasks to be accomplished, the hurdles to be overcome during start-up and early growth, and what has to happen to succeed.
- Identify the future consequences of decisions made by entrepreneurs at each point in time; options that are precluded or preserved; and the nastier minefields and pitfalls one has to anticipate, prepare for and respond to.
- Determine decisions which can be made to increase the reward to risk ratio at various stages of the company’s development, and thereby change the odds.
- Determine what are the important factors outside the control of the founders, and how critical and sensitive the current context and timing are to all of these above issues.

Recommended reading

- Ioannidis: Class Notes and Presentations (eClass)
- Spinelli S., Adams R, Παπαδάκης Β: *Δημιουργία Νεοφυών Επιχειρήσεων: Επιχειρηματικότητα για τον 21^ο Αιώνα*, Utopia, 2015

Teaching methods

- Lectures and presentations from the textbook and other related readings
- Analysis and discussion of actual cases
- Work in teams to evaluate a start-up Business Plan
- Entrepreneurship Simulation
- Guest speaker presentations

Assessment methods

- Written Final Examination
- Group Project 1: Business Plan
- Group Project 2: Entrepreneurship Simulation

Course title:	International Management
Course code:	2539
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	Spring

Number of credits allocated: 6
Name of instructor: Dimitris Manolopoulos

Objectives

The Compulsory aim of the course is to familiarize students with the fundamental dimensions of international management. Basic management principles remain the same during the internationalization stage of a corporation; however, they should be placed in a context of different markets and macro-environmental characteristics. In this vein, international management should bridge the divide between global integration and national responsiveness as far as resource selection and deployment decisions, strategy adaptation and challenges from global operations are concerned.

Prerequisites

No

Course content

This course in International Management provides an understanding of how the economic, technological geopolitical and social dimensions of the international business environment shape international business investment and transacting, and how international firms are managed within this environment. It provides students with an appreciation of the increased complexities and opportunities that international markets provide as opposed to operations exclusively focused in the home market. Key issues covered in this course include: macro environmental characteristics, motives for international expansion, entry and global strategies, trade theories, government interventions, foreign direct investments and subsidiary roles and the organizational challenges of the contemporary multinational enterprise.

Learning Outcomes

As a result of taking this course, students should be able to:

- Describe and elaborate on the major cultural, political, economic and technological changes that impact on international management.
- Identify the opportunities, challenges, threats and problems faced by multinational managers.
- Analyze and critically evaluate the impact of globalization and national responsiveness on international management and global strategies.
- Analyze internationalization and market entry strategies.
- Classify and describe the role of subsidiaries and their impact on the economic development of host countries.
- Critically evaluate the diverse organizational structures that govern the relationships of the international corporation.
- Describe and evaluate elements of knowledge-related competitiveness that lead to superior performance in the global marketplace.
- Relate theoretical foundations to actual international management practices.

Recommended reading

- Manolopoulos, D. and Bitzenis, A. (2018). The Internationalized firm in the 21st Century (in Greek). Athens: Stamoulis
- Griffin, R.W. and Pustay, M. W. (2018). International Business: A Managerial Perspective (in Greek). Thessaloniki: Tziolas

Teaching methods

Lectures, discussion of case studies and presentation of audio-visual material

Assessment methods

Final written exam

8th Semester – Specialization Electives in Business Administration

Course title: **Electronic Commerce**
Course code: 7218
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Adam Vrechopoulos
(For the description of this course please refer to the study guide of the Department of Management Science and Technology)

Course title: **Sales Management**
Course code: 5625
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Vlasios Stathakopoulos
(For the description of this course please refer to the Guide of Study of the Department of Marketing and Communication)

Course title: **Leadership and Personal Skills Development**
Course code: 5428
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Leda Panayotopoulou
(For the description of this course please refer to the Guide of Study of the Department of Marketing and Communication)

4.2.2 Specialisation Information Systems Management Courses

5th Semester-Specialization: Information Systems Management

Course:	Financial Management II
Course code:	2511
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Anastasios A. Drakos, George Moratis

Objectives

The course entitled as Financial Management focuses on the principles and functions of the Corporate Finance. Medium and Short Term Financing, from Bank Loans to Factoring and Leasing offer a close insight on alternative Financing Decisions, while a detailed analysis of the Financial Programming (Break Even, Working Capital Management, Credit and Inventories Management etc.) and its applications on Corporate Planning, is performed. In this context of Corporate Financing and Planning the Capital Structure Decision and the Dividend Policy Matters, are essential for a consolidated review on the Corporate Finance.

Course content

- Operating and Financial leverage
- Capital Structure
- Dividend Policy
- Financial Programming and Working capital Management
- Credit Default Ratings and Metrics
- Cash Flow Budget
- Factoring and Forfaiting
- Financial and Operating Leasing

Anticipated Results

- Understanding the fundamentals of Financial Programming
- Learning of the Short Term Financing sources in the context of a Managing the Working Capital of a company
- Significance of the Capital Structure and the Dividend Policy, and their implications on the profit and the risk for both the company and the shareholders.
- Understanding the Short and Medium term Corporate Budgeting techniques.

Prerequisite

Financial Management I and Accounting I

Recommended reading

- “Principles of corporate Finance ” Utopia, Brealey Richard, Myers Stewart, Allen Franklin
- Lectures Notes, Case Studies, and workshops

Teaching methods

Lectures, Workshops and Workpaper

Assessment Methods

Final written exam (70%) και Work paper (30%)

Course title:	Cloud Computing and Web Technologies
Course code:	2531
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Ioannis Verginadis

Objectives

This course aims at explaining to students the real value of Information Systems for modern enterprises and organisations. It focuses on the technology contributions towards successful and effective management. The students of this course will have the opportunity to meet several Information Systems and types along with the level of support that these offer to business operations. In addition, this course analyses and demonstrates the use of state-of-the-art technology with special emphasis to cloud computing, knowledge management, project management and web development, while it highlights their contribution to modern management. Last, this course discusses the fundamentals for the strategic design and implementation of modern technologies in information systems, while it covers main aspects of risk management in designing, implementing, and exploiting information systems.

Prerequisites and co-requisites

None

Course content

This course involves the following chapters:

- Introduction to Management Information Systems
- Information Systems types, their role and importance for the modern organization

- Design, risk analysis and development phases for Information Systems
- Knowledge Management and the Semantic Web
- Technologies for Web Development
- Introduction to Cloud Computing and its value for the modern enterprise
- Introduction to Project Management (CPM, PERT analysis and information systems)

Anticipated Educational Results

This course equips students with basic knowledge and hands on experience on several information systems. The students who will successfully complete this course will be able to comprehend the deep value and competitive advantage that different types of Information Systems can offer with respect to the management and operation of the modern enterprises and organisations. This course will give the opportunity to students to grasp the theoretical background of Management Information Systems and experiment with some of the state-of-the-art technologies regarding knowledge management, web development, cloud computing and project management. Furthermore, it will highlight and demonstrate the value of information systems for the modern management.

Recommended reading

- Laudon K.C., Laudon J.P. Management Information Systems – 11th Edition
- Δουκίδης, Γ.Ι. (2011) Καινοτομία Στρατηγική Ανάπτυξη και Πληροφοριακά Συστήματα. Εκδόσεις Σιδέρης

Teaching methods

The course involves lectures and lab sessions. Attendance is not obligatory. Specifically, it involves a number of interactive lectures that combine the theoretical analysis and the hands on experimentation with novel information systems and technologies. All teaching material is available to students enrolled to the course through the university's e-Class platform. During the semester, students undertake coursework designed to consolidate the use of modern technologies in information systems.

Assessment methods and criteria

The examination comprises two parts:

- a written examination, which refers to the 70% of the total grade
- a group coursework which refers to the 30% of the total grade

Course title:	Business Informatics and Databases
Couse Code:	2533
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6

Name of instructor:

Ioannis Verginadis

Objectives

This course focuses on the value of information and data management for the modern organisations and enterprises. The main aspects of this course are the following:

- in depth analysis on the collection, organization, and management process of business data
- dimensions of Information Technology in relation to its effective use with respect to business decisions and problems
- understanding the database applications and their value across business domains
- design, operation, management and security issues of databases that handle business information data
- analysis of relational and non-relational database management systems
- demonstration and experimentation with prominent relational database systems.

Prerequisites

None

Course content

This course involves the following chapters:

- Introduction to Information Systems and Business Informatics
- Information and Data Management
- Basic concepts and design of Database Management Systems
- Data Modelling
- Relational Model and Relational Algebra
- Relational Database Management Systems
- Fundamentals of Database Normalization
- Introduction to SQL
- Installing MySQL Server

Anticipated Educational Results

Completing the course, students will have acquired knowledge concerning data and database management systems. Also, they will be able to design Entity Relationship Diagrams and normalize databases. Last, they will acquire hands on experience on a prominent relational database management system.

Recommended reading

- Βάσεις δεδομένων και SQL, Σταυρακούδης Αθ., Κλειδάριθμος, 2η έκδοση
- Σχεσιακές Βάσεις Δεδομένων, Κεχρης Ε., Εκδόσεις Κριτική, 2η έκδοση

Teaching methods

The course involves lectures and lab sessions. Attendance is not obligatory. Specifically, it involves a number of interactive lectures that combine the theoretical analysis with the hands on experimentation on relational database management systems. All teaching material is available to students enrolled to the course through the university's e-Class platform. During the semester, students undertake coursework and exercises designed to consolidate the use of SQL for the creation and management of relational databases.

Assessment methods

The examination comprises two parts:

- a written examination, which refers to the 30% of the total grade
- a lab examination based on the practical use of SQL, which refers to the 70% of the total grade. This part of the examination can be enhanced by a number of optional coursework reports delivered during the semester

5th Semester – Specialization Electives in Information Systems Management

Course title: **Project Management**
Course code: 8121
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Konstantinos Androutsopoulos
(For the description of this course please refer to study guide of the Department of Management Science and Technology)

Course title: **Introduction to Computer Programming**
Course code: 3125
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Antonis Dimakis
(For the description of this course please see the Study Guide of the Department of Informatics)

Course title: **Accounting Information Systems**
Course code: 7116
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructors: Orestes Vlismas
(For the description of this course please see the Study Guide of the Department of Accounting and Finance)

Course title: **Income Tax of Natural Persons and Legal Equities**
Course code: 2510
Type of the course: Compulsory
Level of the course: Undergraduate
Name of instructor: Constantinos Chalevas

Objective of the course**Prerequisites**

No

Course content

Income taxation is of vital importance for both individuals and legal entities. It affects government revenues and confronts tax evasion and tax avoidance issues.

The course introduces students to the structure and philosophy of the tax framework, as stipulated by the Greek Income Tax Code (Law 4172/2013).

It is worth mentioning that the current Income Tax Code aligns the Greek tax legislation with international developments and in particular with the framework established by the Organization for Economic Cooperation and Development (OECD).

Also, the course focuses on the explanation of the fundamental tax terms and concepts. Furthermore, it provides comprehensible examples on the implementation of the tax provisions for both individuals and legal entities.

Learning Outcomes

Upon successful completion of the course, the student should:

- understand the concepts of tax residence and permanent establishment
- recognize the persons and the entities subject to income tax
- comprehend the fundamental principles of International *Double Taxation* Agreements
- recognize the tax-exempt corporate entities
- Know the revenue categories (Employment income, pension income, benefits in kind, business income, capital income, transfer of capital assets)
- Know the Greek Income Tax Code provisions for individuals, corporate entities and determine the relevant tax liability.
- comprehend the concept of “Minimum Presumed Income” and calculate the relevant tax liability
- learn about additional *types* of taxes (i.e the special solidarity contribution)
- Know the tax deductible expenses for individuals
- discern the deductible and non deductible business expenses with a focus on depreciations, allowance for doubtful accounts, research and development (*R & D*) *expenditures*, *interest expenses*
- know how to adjust the accounting income to tax income
- be able to complete accurately the appropriate tax returns for individuals and entities
- understand the Greek Income Tax Code provisions regarding *Tax avoidance and Tax evasion*

Recommended Reading

(*TAXATION OF INDIVIDUALS AND BUSINESS ENTITIES. ANALYSIS – INTERPRETATION*, D. Stamatopoulos – A. Karavokyris (2017), Edition by Stamatopoulos, Athens)

Teaching methods

The lectures present the Greek Income Tax Code provisions (Law 4172/2013), specific *practical examples* and real life case studies.

Assessment methods

Written examination

Course title:	Regulatory issues of supervision of capital markets and corporate governance
Course code:	2525
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	2 nd
Semester/trimester:	5 th
Number of credits allocated:	6
Name of instructor:	Christina Tarnanidou

Objectives

With the conclusion of the Course, the students will:

- acquire basic knowledge with regard to the manner of operation of the capital market, as a fund raising mechanism for enterprises and a secondary market, as well, that offers a series of services and products to the investors in accordance with the domestic system and the rules of the European Union
- be in a position to face legal issues in relation to the functioning of the capital market, the investment services, the financial instruments, the undertaking of collective investments, the manner of organization of the exchange markets and the trading venues as well, the protective measures relating to the integrity of the capital market with regard to market abuse actions, as well as to the functioning of the financial system against money-laundering risks
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe

Prerequisites

No

Course content

The Course includes the basic introductory terms and regulations related to the functioning of the capital market and the corporate governance applicable to listed companies. Main emphasis is given to the rules of the EU to which our country is compliant. The basic parts of the Course relate to: 1) the operation of the capital markets and mainly of the markets in financial

instruments, including also market abuse protection and investment services, 2) the mechanism of the investors protection against insolvencies and defaults of banks and investment firms, 3) the obligations of the issuing companies and the special rules to which they are subject (transparency, information, corporate governance), 4) the institutional investors - UCITs etc., 5) the securities that are held in a book-entry form in the registrars and the central securities depositories, 6) the special rules on insolvency and indebtedness with regard to obligations arising from financial transactions, 7) the protection against money laundering.

The Course analyses theoretical issues and addresses practical problems related to the aforementioned parts of the commercial life. The referred issues are examined under the domestic system and the sectorial legislation of the EU as well.

Learning Outcomes

The students will:

- acquire basic knowledge with regard to the manner of operation of the capital market, as a fund raising mechanism for enterprises and a secondary market, as well, that offers a series of services and products to the investors in accordance with the domestic system and the rules of the European Union
- be in a position to face legal issues in relation to the functioning of the capital market, the investment services, the financial instruments, the undertaking of collective investments, the manner of organization of the exchange markets and the trading venues as well, the protective measures relating to the integrity of the capital market with regard to market abuse actions, as well as to the functioning of the financial system against money-laundering risks
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe

Recommended reading

- *Moloney N.*, EU Securities and Financial Regulation (2014)
- *Mallin Ch.*, Corporate Governance (2012)
- *Tarnanidou Ch.*, Special Rights of Shareholders of Listed Companies (2009) (Greek edition)
- *ibid*, The Regulated Market. EU law and national implementation (2008) (Greek edition)
- *ibid*, Derivatives Contracts of the Financial Sector (2006) (Greek edition)

Teaching methods

The teaching material of the Course includes lectures. Teaching includes also other learning activities based on written optional or tutorial exams, essays, as well as coordinated educational visits in operators and authorities of the commercial sector (e.g. Chamber of Commerce, Athens Exchange).

Assessment methods

Final written exam and optional essays

6th Semester – Specialization: Information Systems Management

Course title:	Business Strategy
Course code:	2610
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	6 th
Number of credits allocated:	6
Name of instructor:	Papadakis Vassilis, Thanos Ioannis

Objectives

This course is an introductory course to strategic management. It starts with the definition of strategy and continues with the analysis of the external environment (PEST, Five Forces, Strategic Groups, Scenario planning), internal environment (resource-based view, value chain) and vision/mission. The rest of the course deals with issues of strategy formulation (e.g. growth strategies, retrenchment strategies, competitive strategies) as well as strategy implementation (i.e. mergers, acquisitions, alliances, the role of leadership, structure, systems, people) as well as the most common strategy mistakes taking place in crafting and implementing strategy.

Course content

The course comprises of the following modules:

- How to analyze the external environment of the company: (Structural Analysis of Industries-5 Forces, Strategic Groups, Scenario Planning, PESTEL Analysis)
- How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as the creation of dynamic capabilities, Value Chain, Organizational Culture)
- How to direct the company into the future (mission/vision/strategic intent)
- How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, form an alliance with another business).
- How to build and sustain competitive advantage (Porter's Generic Competitive Strategies, Value Disciplines, Strategy Clock)
- What type of structure, systems, people, does a company need to successfully implement a chosen strategy (McKinsey's 7S's).
- How to make better strategic decisions and how to avoid the hidden traps that lead to erroneous decisions.
- The course will provide frameworks for identifying the challenges of different competitive environments. We will give you some analytical approaches that are useful to widely different strategic problems. Our final aim is to help you understand how to

build a strategically responsive organization by tuning systems, structures and people to strategy, and how to effectively manage the process of strategizing.

Learning Outcomes:

The course aspires to:

- Help participants understand:
 - the external environment in which our companies operate,
 - the role and significance of Compulsory competences not only in offering competitive advantage, but also in providing the foundation upon which strategies are based,
 - the role and significance of corporate mission/vision statements in success.
- Help participants craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
- Develop understanding on how to build and sustain competitive advantage
- Realize what type of structure, systems, people, a company needs to successfully implement a chosen strategy.
- To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.

Prerequisites

No

Recommended or required reading

The main textbook is:

Papadakis V., Business Strategy: International and Greek Experience, Benos Publishing Co, Volume A', 2016, 7th Edition (in Greek).

Additional Recommended international textbooks include:

- **Johnson** G., R. Whittington and K. Scholes, 'Exploring Strategy: Text and Cases', Prentice Hall, 11th edition, 2018.
- **Hill**, C., G. Jones and M.A. Schilling, Strategic Management Theory, Cengage Learning, 11th edition, 2015.
- **Thompson**, A.A., M.A. Peteraf, J.E. Gamble and A.J. Strickland III, Crafting and Executing Strategy: Concepts and Readings, 20th edition, McGraw-Hill, 2016.

Teaching methods

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

Assessment methods

The course grade will be based on a Final written exam and an optional group assignment. Addressing the questions requires critical thinking.

Course title:	Management Accounting
Course code:	2731
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Sandra Cohen

Objectives

The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on management accounting, by introducing its basic principles and applications. Upon completion of the course, students will be familiar with the basic elements of production cost calculation and cost allocation, the issues of preparing, monitoring and controlling the master budget as well as with the analysis of variances, the methodology for short-term decision-making based on cost information as well as the analysis of Cost-Volume-Profit.

Prerequisites

No

Course content

The course covers the following topics:

- Introduction to management accounting, distinguishing management accounting from financial accounting, Introduction to cost accounting
- Basic cost elements, Distinctions of cost, Cost of Goods produced calculation, Cost of Goods Sold calculation, Production cost elements (Raw Materials, Direct labor, Production O/H)
- Allocation of O/H to cost centers, application of O/H to products
- Introduction to Budgeting, Types of Budgets, Forecasting methods, Developing the Master Budget
- Cash budgeting, Examples of Master Budgets for Commercial and Production companies
- Flexible and static budgets, Spending and Volume variances, variance calculation and analysis
- Capital budgeting, Investment plans assessment methods
- Break Even Point for one and multiple products, Cost-volume-profit analysis

- Short-term decision analysis, decision criteria for special orders and use of resources under constrain, examples

Learning Outcomes

Upon completion of the course, students will be familiar with the basic elements of production cost calculation and cost allocation, the issues of preparing, monitoring and controlling the master budget as well as with the analysis of variances, the methodology for short-term decision-making based on cost information as well as the analysis of Cost-Volume-Profit.

Recommended reading

The lectures are based on the following book:

Venieris G, and S. Cohen, «Management Accounting», P.I Publishing, Athens, 2007 (in Greek).

Other recommended readings are:

- Hilton, R., M. Maher and F. Selto, “Cost Management: Strategies for Business Decisions”, International Edition, 4th edition, Mc Graw Hill, 2008
- Drury, C., “Management and Cost Accounting”, Thomson, 6th edition, 2004.
- Horngren, C. T., A. Bihmani, S. Datar and G. Foster, “Management and Cost Accounting”, Prentice Hall, 2nd edition, 2002.

Teaching methods

Lecturing covering theory, worked examples and exercises solved in the classroom. Students also attend tutorials that accompany the course. Moreover, the eclass hosts a self-assessment exercises bank where students can practice with multiple choice questions and get feedback about topics covered in the course.

Assessment methods

Final written exam

Course title:	Methodologies of Design and Development of Information Systems
Course code:	2616
Type of the course:	Compulsory for Management Information Systems Specialization
Level of the course:	Undergraduate
Year of study:	3rd
Semester:	6th
Number of credits allocated:	6
Name of instructor:	Xenia Mamakou

Objectives

The basic objective of the course is for the student to understand the analysis, design and information systems development processes, through an environment of realistic applications and case studies. The laboratory course offers great support to the entire effort of the students to comprehend the methodologies and operations in every stage of the design and development process. Emphasis is given mainly on the familiarization of the students to modern business information systems, the use of specialized design tools, such as CASE, the deeper understanding of the application development processes using database management systems and programming languages. The entire effort targets towards the preparation of the student in order to be able to cover the position of a business analyst in the modern enterprise, to continue for post-graduate studies of a related subject or work on the specific topic as a researcher.

Prerequisites

None.

Course content

Introduction and basic concepts of software technology. Relation between Information Systems and Organizations. Business Information Systems. Elements of systemic approach. Definition of a problem and General Demands. Case studies (Reasons, Importance, Usefulness). Demand Technology (Identification of the users' information needs). Analysis and design processes. Logical and Physical Design. Methodologies of structured analysis and design. Entities and Modeling. Normalization. Data Repositories. Diagrams that are used during the development stage (Data Flow Diagrams, UML). CASE Tools. Information systems and socio-organizational issues. Business Process Reengineering elements during the implementation process of Information systems in enterprises and organizations. Project Management. Implementation of Information Systems using Database Management Systems.

Learning Outcomes

Completing the course, students will know the basic concepts, the skills, the methodologies, the techniques, the tools, the platforms and anything that can be useful during the analysis, design and implementation process of an information system.

Recommended reading

Πληροφοριακά Συστήματα: Σύγχρονη ανάλυση και Σχεδίαση, 6η έκδοση, Hoffer, George, Valacich, 978-960-4184491, Εκδόσεις TZIOΛΑ.

Ανάλυση και σχεδίαση συστημάτων, 1η έκδοση, Kenneth E Kendall, Julie E. Kendall, 978-960-512-603-2, Γκιούρδα

Teaching methods

The course includes a complete laboratorial program, which takes place in the laboratories of the computer center, under the guidance and supervision of the instructor. The laboratory course duration for each student is four hours per week for the entire semester. In order to support the laboratory course, a special handbook is used, which includes the topics covered during the lectures, in detail, along with the relevant theory, computer exercises and related

instructions on the course. The files that are used and retrieved by the students during the laboratory course are stored in network hard drives and on the University's e-class platform.

Assessment methods

The course's final examination includes:

- A written test (theoretical part and practical exercises) (30%)
- Implementation and presentation of the team project (70%)

6th Semester– Specialization Electives in Information Systems Management

Course title:	Strategic E-Marketing
Course code:	2836
Type of the course:	Compulsory in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	8 th
Number of credits allocated:	6
Name of instructor:	Christos Patsiouras

Objectives

This course is an introduction in using the Internet to market goods and services, as being suggested by the related principles and practices. It examines the various business models employed in online marketing and explores techniques and methodologies for conducting online market research.

Prerequisites

Introduction to Marketing, Consumer Behavior, Principles of Strategy.

Course content

- Introduction to e-Marketing
- e-Business Models
- Consumer Behavior and the Internet
- Research utilization through the internet
- 7Ps and the Internet

Learning Outcomes

The main purpose of the particular course is to provide the students with all the necessary knowledge related to strategic planning and implementing, a comprehensive e-marketing strategy using the variables of the Marketing Mix. In addition, it also considers other critical issues, such as the challenges faced by firms in the application of e-marketing strategies in global markets.

Recommended reading

- Strategic e-Marketing, G. Siomkos, and Y. Tsiamis, Livanis publishing.
- Electronic Commerce, A managerial Perspective, Efraim Turban, Pearson Prentice Hall.
- Principles of Internet Marketing, Hanson W., South-Western College publishing, Thomson Learning.
- Managing in the Next Society, Drucker P. St. Martin's Press, NY.
- Strategic Internet Marketing, Dann, S. and S. Dann, J. Wiley & Sons.

Teaching methods

Class lectures, class exercises, case studies, written assignment, public presentation.

Assessment methods

Final written exam, and written assignment.

Course title: **Digital Content and Communications**
Course code: 8152
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: George Lekakos
(For the description of this course please see the Study Guide of the Department of Management Science and Technology)

Course title: **Computer Programming with Java**
Course code: 3222
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Vasilios Siris
(For the description of this course please see the Study Guide of the Department of Informatics)

7th Semester –Specialization: Information Systems Management

Course title:	Financial Statement Analysis
Course code:	2810
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	7 th
Number of credits allocated:	6
Name of instructor:	Constantinos Caramanis, Emmanouil Dedoulis

Objectives

This course is designed to extend and deepen students' knowledge and understanding of various aspects concerning the analysis of corporate financial reports. Financial analysis is routinely employed by users to make rational economic decisions that affect the allocation of scarce resources in the economy. The course integrates knowledge acquired in various subject areas (e.g. accounting, economics, finance, business, management and law). It presents various techniques routinely used in standard financial analysis, including the preparation and analysis of cash flow statement. At the same time, the course notes the importance of considering the wider economic, regulatory and social context when conducting financial analysis of business organizations.

Prerequisites

Knowledge of financial accounting is an essential prerequisite for this course.

Course content

The course covers the following topics:

- Introduction to financial statement analysis: supply and demand for financial information, institutional – legal issues
- Preparation and analysis of the cash flow statement
- Key techniques in financial statement analysis
- Analysis of liquidity
- Analysis of performance
- Capital structure

Learning Outcomes

At the end of this course, students will be in a position to:

- Understand the content of the financial statements of a real business enterprise.
- Understand and estimate basic measures of corporate performance, liquidity and financial position;
- Understand how financial statement analysis is used as an important tool for managing businesses and organizations;
- Conduct a comprehensive analysis of a real business organization.

Recommended reading

The lectures are based on the following books:

- Subramanyan K.R, Wild John, (2016), Analysis of Financial Statements, Broken Hill Publishers Ltd, Nicosia (in Greek).
- Gikas, D., Papadaki, A. and Siougle, G., The analysis and valuation of corporations. Benos, Athens (in Greek).

Teaching methods

Two lectures per week (two-hours each) focus on the fundamental issues of the course, while group discussions are organized on relevant case studies.

Assessment methods

Final written exam

Course title:	Applications of Business Informatics
Course code:	2713
Type of the course:	Compulsory for Management Information Systems Specialization
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	7 th
Number of credits allocated:	6
Name of instructor:	Xenia Mamakou

Objectives

Given the fact that the fourth-year students of the Business Administration Department are ready to start their professional career or continue with their studies in a post-graduate program, the basic objective of this course is to provide them with the capability to use efficiently the technological tools of Business Informatics in order to be in the position to dealing with business problems. As a sequence of the previous computer courses which are taught in the department, this course targets to the effective and efficient use of methods, processes and tools of business informatics during business problem solving.

Prerequisites

None

Course content

Database Management, Database functions, Graphics, Financial functions and applications, Applications of Statistics (Statistical functions), Linear Programming, Pivot tables and applications, Applications of linear regression (simple and multiple), Chronological series, Forecasting, Creating and Managing Business Scenarios, Visual Basic for Applications, Macros in Excel, Business applications development in MS Excel.

Learning Outcomes

Completing the course, students will know the basic concepts, the skills, the methodologies, the techniques, the tools, the platforms and anything that can be useful during the analysis, design and implementation process of an information system.

Recommended reading

Προχωρημένες λειτουργίες και προγραμματισμός του Excel 2016, Κυρκόπουλος Γ., 960-461-801-9, Κλειδάριθμος ΕΠΕ, 2017, Αθήνα

Microsoft Excel 2013: Θεωρία, συναρτήσεις, προγραμματισμός με VBA, μακροεντολές, εφαρμογές, Καρολίδης Δ., Ξαρχάκος Κ., 978-960-6789-16-8, Άβακας, 2013, Αθήνα

Teaching methods

The course includes a complete laboratorial program, which takes place in the laboratories of the computer center, under the guidance and supervision of the instructor. The laboratory course duration for each student is four hours per week for the entire semester. In order to support the laboratory course, a special handbook is used, which includes the topics covered during the lectures, in detail, along with the relevant theory, computer exercises and related instructions on the course. The files that are used and retrieved by the students during the laboratory course are stored in network hard drives and on the University's e-class platform.

Assessment methods

The course's final examination includes:

Practical exams (100%)

7th Semester – Specialization Electives in Information Systems Management

Course title:	Decision Support Systems
Course code:	2715
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	7 th
Number of credits allocated:	6
Name of instructor:	Dimitris K. Kardaras

Objectives

Decision-making is a complex and particularly important task for the success of business organizations. Decision Support Systems are special purpose information systems designed to support organizational decision-making. In particular this module discusses issues pertaining to problem solving and the process of decision-making, the importance of DSS for modern businesses, the architecture of DSS, Group DSS and Expert Systems, Data Mining, Cognitive Psychology and Fuzzy Logic. The emphasis of the module is on business decisions making, so a number of Case Studies are examined. Applications of data analysis methods are developed in Labs using SPSS, Excel, MATLAB and Data Mining tools respectively.

Prerequisites

The course uses students' knowledge from previous information systems and quantitative methods courses taught during previous semesters.

Course content

- Introduction to Decision Making Process.
- Problem Formulation and Solving.
- Well-structured and Ill-structured problems.
- Architectures of DSS.
- Architectures of Group, Distributed and Organisational DSS.
- Case studies and Benefits from using DSSs.
- Cognitive Psychology in Decision-Making.
- Rationality and bounded rationality.
- Biases, Judgment in managerial decision-making.
- Architectures of Expert Systems, Knowledge Representation, Inference Engine.
- Multi-criteria decision making methods.
- Data Mining technologies, examples and software tools.
- Fuzzy Logic and Applications, Fuzzy Sets Theory, Fuzzy Cognitive Maps, Problems Solving with Fuzzy Logic.
- DSS, Fuzzy Logic, expert system and data mining applications are developed in Labs using Excel, MATLAB and Data Mining tools respectively.
- The emphasis of the module is on business decisions making, so a number of Case Studies are examined.

Learning Outcomes

The DSS course aims to equip students with all the necessary knowledge for tackling complex business problems with a structured way by using modern quantitative and qualitative approaches based on decision making technologies and cognitive psychology models. In particular this course discusses and aims to familiarize students with issues pertaining to

- Problem solving and the process of decision-making,
- Understanding the importance of DSS for modern businesses,
- Understanding the architecture of DSS, Group DSS and Expert Systems,
- Developing and using Data Mining, Fuzzy Logic, and Neural Networks models in business decision making.
- Understanding the importance of Cognitive Psychology in decision making.
- Using tools such as SPSS, Excel, ExpertChoice, Clementine, etc in solving decision making related case studies.

Recommended reading

- Matsatsinis, N. (2010). Decision Support Systems, Publ. New Technologies (in Greek)
- Kardaras, D. (2010). Introduction to Decision making and Decision Support Systems (University notes in Greek)

Teaching methods

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

Assessment methods and criteria

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

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

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

Course title:

E-learning and Knowledge Management

Course code:

8151

Type of the course:

Elective in Specialization

Level of the course:

Undergraduate

Name of instructor: Klas-Erik Soderquist, A. Polymenakou
(For the description of this course please refer to the Study Guide of the Department Management Science and Technology)

Course title: **Development and Design of Mobile Applications**
Course code: 8191
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Stavros Lounis
(For the description of this course please refer to the Study Guide of the Department Management Science and Technology)

Course title: **Data Management and Business Intelligence**
Course code: 8137
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Damianos Xatziantoniou
(For the description of this course please refer to the Study Guide of the Department Management Science and Technology)

Course title: **Management Information Resources**
Course code: 8139
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Nancy Pouloudi
(For the description of this course please refer to the Study Guide of the Department Management Science and Technology)

Course title: **Enterprise Resource Planning Systems**
Course code: 8159
Type of the course: Elective in Specialization

Level of the course: Undergraduate
Name of instructor: George Ioannou
(For the description of this course please refer to the Study Guide of the Department Management Science and Technology)

Course title: **Business Analytics and Personalization Technologies**
Course code: 8133
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: George Lekakos, Aikaterini Pramadari
(For the description of this course please refer to the Study Guide of the Department Management Science and Technology)

Course title: **Social Network Analysis**
Course code: 8187
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Dimitris Pournarakis
(For the description of this course please refer to the Study Guide of the Department Management Science and Technology)

8th Semester – Specialization: Information Systems Management

Course title:	Internet and Enterprise Information Systems
Course code:	2816
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Dimitris K. Kardaras

Objectives

The course focuses on the necessary knowledge and skills that students would need in order to be able to design and implement web-based systems aiming at improving business value entrepreneurship.

Prerequisites

The course uses students' knowledge from previous information systems courses taught during previous semesters.

Course content

- Introduction to e-Commerce and e-Business.
- Benefits and problems for e-business development.
- Current state of e-business development.
- Strategic Planning for e-business, models and frameworks.
- Developing a Business Plan for e-business.
- Applications for B2C and B2B e-business.
- Customer Relationship Management: technologies, development and management.
- Internet technologies-Issues in e-service composition.
- Customisation and Recommender Tools.
- Web design and evaluation.
- Web programming: Client-side and Server-side programming.
- PHP programming, Javascripts
- Markup languages: HTML web pages development.
- Markup languages: XML/XSL web pages development.
- Discussion of case studies.
- Web-sites development group projects.

Learning Outcomes

The Internet and Enterprise Information Systems course aims to equip students with all the necessary knowledge for understanding, designing and implementing web based information systems. This course, which aims at stimulating students' entrepreneurship, discusses the e-business issues from a technological and business perspective.

In particular this course discusses and aims to familiarize students with issues pertaining to:

- Strategic business plan for e-business,
- Frameworks for identifying e-business applications,

- Web design and evaluation,
- Social Media, Virtual communities and their business value,
- e-CRM,
- Customization and recommender tools,
- Internet systems architectures and development technologies issues such as HTML, PHP, XML, ASP.
- Case studies are planned for discussion and exercises are scheduled in the labs.

Recommended reading

- e-Marketing: Μάρκετινγκ στο Διαδίκτυο (2015). Σιώμοκος Γ. και Τσιάμης Ι., 9789601429670 Εκδόσεις Λιβάνη ABE.
- Chaffey Dave (2008). Ηλεκτρονικό Επιχειρείν και Ηλεκτρονικό Εμπόριο, Εκδόσεις Κλειδάριθμος.

Teaching methods

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

Assessment methods and criteria

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

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

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

The marking scheme for the exam paper is shown to the students on the exam paper. The assessment criteria for the coursework, which is also presented to the students, include design quality, level and quality implementation, etc.

8th Semester – Specialization Electives in Information Systems Management

Course title:	Technologies for Business Process Reengineering and Information Systems
Course code:	2814
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Dimitris K. Kardaras

Objectives

The course focuses on the necessary knowledge and skills that students would need in order to be able to design and evaluate the performance of business processes aiming at improving business effectiveness and entrepreneurship.

Prerequisites

The course uses students' knowledge from previous information systems and quantitative methods courses taught during previous semesters.

Course content

- Introduction to Strategic Information Systems Planning (SISP), Models and Methodologies.
- Process Modelling, the Jacobson methodology, UML.
- Strategies for Business Process Improvement and Re-engineering.
- Business Process Performance Measurement: efficiency and effectiveness factors, Balance Scorecards.
- Multi-criteria methods and Fuzzy Logic Applications in Business Process Modelling and Management.
- Culture Change Program.
- Business Process Modelling and Simulation with Software Tools.
- Case Studies discussion and group projects on process modelling and re-engineering.

Learning Outcomes

This course focuses on the analysis of the current situation of an organisational setting from a process point of view and emphasises the “how” of process re-engineering by exploiting the capabilities that Information Technology generates for improving process and organisational performance. In particular this course discusses and aims to familiarize students with issues pertaining to:

- Strategic information systems planning
- Business Process modelling
- Re-engineering principles, models and techniques and software tools.
- Business Process performance measurement.

Recommended reading

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

Teaching methods

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

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

Assessment methods

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

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

Students who fail the written examination do not benefit from the coursework marks. The marking scheme for the exam paper is shown to the students on the exam paper. The assessment criteria for the coursework, which is also presented to the students, include the level of justification in re-engineering initiatives and the quality of re-engineering solutions, etc

4.2.3 Specialisation Accounting and Financial Management Courses

5th Semester – Specialization: Accounting and Financial Management

Course:	Financial Management II
Course code:	2511
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Anastasios A. Drakos, George Moratis

Objectives

The course entitled as Financial Management focuses on the principles and functions of the Corporate Finance. Medium and Short Term Financing, from Bank Loans to Factoring and Leasing offer a close insight on alternative Financing Decisions, while a detailed analysis of the Financial Programming (Break Even, Working Capital Management, Credit and Inventories Management etc.) and its applications on Corporate Planning, is performed. In this context of Corporate Financing and Planning the Capital Structure Decision and the Dividend Policy Matters, are essential for a consolidated review on the Corporate Finance.

Course content

- Operating and Financial leverage
- Capital Structure
- Dividend Policy
- Financial Programming and Working capital Management
- Credit Default Ratings and Metrics
- Cash Flow Budget
- Factoring and Forfaiting
- Financial and Operating Leasing

Anticipated Results

- Understanding the fundamentals of Financial Programming
- Learning of the Short Term Financing sources in the context of a Managing the Working Capital of a company
- Significance of the Capital Structure and the Dividend Policy, and their implications on the profit and the risk for both the company and the shareholders.
- Understanding the Short and Medium term Corporate Budgeting techniques.

Prerequisite

Financial Management I and Accounting I

Recommended reading

- “Principles of corporate Finance ” Utopia, Brealey Richard, Myers Stewart, Allen Franklin
- Lectures Notes, Case Studies, and workshops

Teaching methods

Lectures, Workshops and Workpaper

Assessment Methods

Final written exam (70%) και Work paper (30%)

Course title:	Money and Fixed Income Securities Markets
Course code:	2535
Type of the course:	Compulsory for specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester/trimester:	Fall
Number of credits allocated:	6
Name of instructor:	Georgios Kouretas

Objectives

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

Prerequisites

Students should have a good knowledge of corporate finance and macroeconomics courses.

Course content

The financial system, the money market, the bond market, Duration, modified duration, interest rates structure and the yield curve, the expectations theory, the segmented theory, the market efficient theory, bond portfolios

Learning Outcomes

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

- To develop knowledge about the theoretical structure of the global financial system
- Understand the importance of money market and the pricing of money market financial instruments
- To acquire knowledge of the bond market and the pricing of bonds

- Understand the determinants of the duration, modified duration and convexity
- Understand the structure of interest rates and the relationship of the yield curve and the business cycles.
- Develop skills to analyze the forward rate agreements and interest rate swaps

Recommended reading

Bodie, Z., Kane, A. and Marcus, A., Essentials of Investments, 2017, Twelfth Edition, McGraw-Hill International Edition.

Teaching methods

Class lectures

Assessment methods

Final written exam

5th Semester – Specialization Electives in Accounting and Financial Management

Course title:	Tax Income of Natural Persons and legal Equities
Course code:	2510
Type of the course:	Compulsory
Level of the course:	Undergraduate
Name of instructor	Constantinos Chalevas

Objective of the course

Prerequisites

No

Course content

Income taxation is of vital importance for both individuals and legal entities. It affects government revenues and confronts tax evasion and tax avoidance issues.

The course introduces students to the structure and philosophy of the tax framework, as stipulated by the Greek Income Tax Code (Law 4172/2013).

It is worth mentioning that the current Income Tax Code aligns the Greek tax legislation with international developments and in particular with the framework established by the Organization for Economic Cooperation and Development (OECD).

Also, the course focuses on the explanation of the fundamental tax terms and concepts. Furthermore, it provides comprehensible examples on the implementation of the tax provisions for both individuals and legal entities.

Learning Outcomes

Upon successful completion of the course, the student should:

- understand the concepts of tax residence and permanent establishment
- recognize the persons and the entities subject to income tax
- comprehend the fundamental principles of International *Double Taxation* Agreements
- recognize the tax-exempt corporate entities
- Know the revenue categories (Employment income, pension income, benefits in kind, business income, capital income, transfer of capital assets)
- Know the Greek Income Tax Code provisions for individuals, corporate entities and determine the relevant tax liability.
- comprehend the concept of “Minimum Presumed Income” and calculate the relevant tax liability
- learn about additional *types* of taxes (i.e the special solidarity contribution)
- Know the tax deductible expenses for individuals
- discern the deductible and non deductible business expenses with a focus on depreciations, allowance for doubtful accounts, research and development (*R & D*) *expenditures*, *interest expenses*
- know how to adjust the accounting income to tax income

- be able to complete accurately the appropriate tax returns for individuals and entities
- understand the Greek Income Tax Code provisions regarding *Tax avoidance and Tax evasion*

Recommended Reading

(TAXATION OF INDIVIDUALS AND BUSINESS ENTITIES. ANALYSIS – INTERPRETATION, D. Stamatopoulos – A. Karavokyris (2017), Edition by Stamatopoulos, Athens)

Teaching methods

The lectures present the Greek Income Tax Code provisions (Law 4172/2013), specific *practical examples* and real life case studies.

Assessment methods

Written examination

Course title:	Regulatory issues of supervision of capital markets and corporate governance
Course code:	2525
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	2 nd
Semester/trimester:	5 th
Number of credits allocated:	6
Name of instructor:	Christina Tarnanidou

Objectives

With the conclusion of the Course, the students will:

- acquire basic knowledge with regard to the manner of operation of the capital market, as a fund raising mechanism for enterprises and a secondary market, as well, that offers a series of services and products to the investors in accordance with the domestic system and the rules of the European Union
- be in a position to face legal issues in relation to the functioning of the capital market, the investment services, the financial instruments, the undertaking of collective investments, the manner of organisation of the exchange markets and the trading venues as well, the protective measures relating to the integrity of the capital market with regard to market abuse actions, as well as to the functioning of the financial system against money-laundering risks
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe

Prerequisites

No

Course content

The Course includes the basic introductory terms and regulations related to the functioning of the capital market and the corporate governance applicable to listed companies. Main emphasis is given to the rules of the EU to which our country is compliant. The basic parts of the Course relate to: 1) the operation of the capital markets and mainly of the markets in financial instruments, including also market abuse protection and investment services, 2) the mechanism of the investors protection against insolvencies and defaults of banks and investment firms, 3) the obligations of the issuing companies and the special rules to which they are subject (transparency, information, corporate governance), 4) the institutional investors - UCITs etc., 5) the securities that are held in a book-entry form in the registrars and the central securities depositories, 6) the special rules on insolvency and indebtedness with regard to obligations arising from financial transactions, 7) the protection against money laundering.

The Course analyses theoretical issues and addresses practical problems related to the aforementioned parts of the commercial life. The referred issues are examined under the domestic system and the sectorial legislation of the EU as well.

Learning Outcomes

The students will:

- acquire basic knowledge with regard to the manner of operation of the capital market, as a fund raising mechanism for enterprises and a secondary market, as well, that offers a series of services and products to the investors in accordance with the domestic system and the rules of the European Union
- be in a position to face legal issues in relation to the functioning of the capital market, the investment services, the financial instruments, the undertaking of collective investments, the manner of organization of the exchange markets and the trading venues as well, the protective measures relating to the integrity of the capital market with regard to market abuse actions, as well as to the functioning of the financial system against money-laundering risks
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe

Recommended reading

- *Moloney N.*, EU Securities and Financial Regulation (2014)
- *Mallin Ch.*, Corporate Governance (2012)
- *Tarnanidou Ch.*, Special Rights of Shareholders of Listed Companies (2009) (Greek edition)
- *ibid*, The Regulated Market. EU law and national implementation (2008) (Greek edition)

- *ibid*, Derivatives Contracts of the Financial Sector (2006) (Greek edition)

Teaching methods

The teaching material of the Course includes lectures. Teaching includes also other learning activities based on written optional or tutorial exams, essays, as well as coordinated educational visits in operators and authorities of the commercial sector (e.g. Chamber of Commerce, Athens Exchange).

Assessment methods

Final written exam and optional essays

Course title:

Accounting Information Systems

Course code:

7116

Type of the course:

Elective in Specialization

Level of the course:

Undergraduate

Name of instructor:

Orestes Vlismas

(For the description of this course please see the Study Guide of the Department of Accounting and Finance)

6th Semester – Specialization: Accounting and Financial Management

Course title:	Business Strategy
Course code:	2610
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	6 th
Number of credits allocated:	6
Name of instructor:	Papadakis Vassilis, Thanos Ioannis

Objectives

This course is an introductory course to strategic management. It starts with the definition of strategy and continues with the analysis of the external environment (PEST, Five Forces, Strategic Groups, Scenario planning), internal environment (resource-based view, value chain) and vision/mission. The rest of the course deals with issues of strategy formulation (e.g. growth strategies, retrenchment strategies, competitive strategies) as well as strategy implementation (i.e. mergers, acquisitions, alliances, the role of leadership, structure, systems, people) as well as the most common strategy mistakes taking place in crafting and implementing strategy.

Course content

The course comprises of the following modules:

- How to analyze the external environment of the company: (Structural Analysis of Industries-5 Forces, Strategic Groups, Scenario Planning, PESTEL Analysis)
- How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as the creation of dynamic capabilities, Value Chain, Organizational Culture)
- How to direct the company into the future (mission/vision/strategic intent)
- How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, form an alliance with another business).
- How to build and sustain competitive advantage (Porter's Generic Competitive Strategies, Value Disciplines, Strategy Clock)
- What type of structure, systems, people, does a company need to successfully implement a chosen strategy (McKinsey's 7S's).
- How to make better strategic decisions and how to avoid the hidden traps that lead to erroneous decisions.
- The course will provide frameworks for identifying the challenges of different competitive environments. We will give you some analytical approaches that are useful to widely different strategic problems. Our final aim is to help you understand how to

build a strategically responsive organization by tuning systems, structures and people to strategy, and how to effectively manage the process of strategizing.

Learning Outcomes:

The course aspires to:

- Help participants understand:
 - the external environment in which our companies operate,
 - the role and significance of Compulsory competences not only in offering competitive advantage, but also in providing the foundation upon which strategies are based,
 - the role and significance of corporate mission/vision statements in success.
- Help participants craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
- Develop understanding on how to build and sustain competitive advantage
- Realize what type of structure, systems, people, a company needs to successfully implement a chosen strategy.
- To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.

Prerequisites

No

Recommended or required reading

The main textbook is:

Papadakis V., Business Strategy: International and Greek Experience, Benos Publishing Co, Volume A', 2016, 7th Edition (in Greek).

Additional Recommended international textbooks include:

- **Johnson** G., R. Whittington and K. Scholes, 'Exploring Strategy: Text and Cases', Prentice Hall, 11th edition, 2018.
- **Hill**, C., G. Jones and M.A. Schilling, Strategic Management Theory, Cengage Learning, 11th edition, 2015.
- **Thompson**, A.A., M.A. Peteraf, J.E. Gamble and A.J. Strickland III, Crafting and Executing Strategy: Concepts and Readings, 20th edition, McGraw-Hill, 2016.

Teaching methods

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

Assessment methods

The course grade will be based on a Final written exam and an optional group assignment. Addressing the questions requires critical thinking.

Course title:	Management Accounting
Course code:	2731
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Sandra Cohen

Objectives

The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on management accounting, by introducing its basic principles and applications. Upon completion of the course, students will be familiar with the basic elements of production cost calculation and cost allocation, the issues of preparing, monitoring and controlling the master budget as well as with the analysis of variances, the methodology for short-term decision-making based on cost information as well as the analysis of Cost-Volume-Profit.

Prerequisites

No

Course content

The course covers the following topics:

- Introduction to management accounting, distinguishing management accounting from financial accounting, Introduction to cost accounting
- Basic cost elements, Distinctions of cost, Cost of Goods produced calculation, Cost of Goods Sold calculation, Production cost elements (Raw Materials, Direct labor, Production O/H)
- Allocation of O/H to cost centers, application of O/H to products
- Introduction to Budgeting, Types of Budgets, Forecasting methods, Developing the Master Budget
- Cash budgeting, Examples of Master Budgets for Commercial and Production companies
- Flexible and static budgets, Spending and Volume variances, variance calculation and analysis
- Capital budgeting, Investment plans assessment methods
- Break Even Point for one and multiple products, Cost-volume-profit analysis

- Short-term decision analysis, decision criteria for special orders and use of resources under constrain, examples

Learning Outcomes

Upon completion of the course, students will be familiar with the basic elements of production cost calculation and cost allocation, the issues of preparing, monitoring and controlling the master budget as well as with the analysis of variances, the methodology for short-term decision-making based on cost information as well as the analysis of Cost-Volume-Profit.

Recommended reading

The lectures are based on the following book:

Venieris G, and S. Cohen, «Management Accounting», P.I Publishing, Athens, 2007 (in Greek).

Other recommended readings are:

- Hilton, R., M. Maher and F. Selto, “Cost Management: Strategies for Business Decisions”, International Edition, 4th edition, Mc Graw Hill, 2008
- Drury, C., “Management and Cost Accounting”, Thomson, 6th edition, 2004.
- Horngren, C. T., A. Bihmani, S. Datar and G. Foster, “Management and Cost Accounting”, Prentice Hall, 2nd edition, 2002.

Teaching methods

Lecturing covering theory, worked examples and exercises solved in the classroom. Students also attend tutorials that accompany the course. Moreover, the eclass hosts a self-assessment exercises bank where students can practice with multiple choice questions and get feedback about topics covered in the course.

Assessment methods

Final written exam

Course title:	Advanced Financial Accounting
Course code:	2618
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Emmanouil Dedoulis

Objectives

Upon completion of the course the students will be able to familiarise themselves with:

- the concepts and practices of the GAAP in Greece,
- the increase and redemption of share capital,
- the distribution and capitalization of reserves,
- the tax basis, accounting basis and accounting for deferred taxation (permanent and temporary differences),
- the business combinations (subsidiaries, associates and joint ventures),
- the nature of relationships between parent and group entities of business relationship (control-subsidiary, significant influence- associate and joint control-joint venture association
- the concepts of the control of interest and percentage of control
- the methods of consolidation (full, proportionate and equity method),
- the accounting for derivatives

Prerequisites

The course “Introduction to Financial Accounting” and “Advanced Financial Accounting” are two prerequisite courses.

Course content

The course aims to enhance students’ understanding of practice and theory in a number of advanced issues in financial accounting by focusing on the analysis of relevant concepts and practices. The background provided enables students to develop advanced practical knowledge and judgment as well as deal with advanced accounting issues of practical nature. It initially covers basic issues introduced under Law 4308/2013 which include accounting records (for accounting and tax purposes), determination of accounting and taxable income, permanent and temporary differences between accounting and tax records, deferred tax liabilities and assets and issues on the distribution capitalization of reserves. It also deals with long term revenue contracts, subsidies, and revaluation of assets. Finally, the course deals with business combinations and the methods of consolidation (equity method, full consolidation and proportionate consolidation) that are applied in relation to the nature of relationships between the companies within the group.

Learning Outcomes

At the end of the course, students will be in position to deal with:

- practical aspects of the Law 4308/2013
- accounting and taxable income,
- permanent and temporary differences between accounting and tax records,
- deferred tax liabilities and assets
- long term revenue contracts, subsidies, and revaluation of assets
- methods of consolidation
- accounting for derivatives

Recommended reading

The following book is recommended:

- Kieso E. Donald, Weygandt J. Jerry, Warfield D. Terry. 2018. Λογιστική-Εκτενής Ανάλυση με ΔΠΧΑ. BROKEN HILL PUBLISHERS LTD

Teaching methods

There are two, two-hour lectures and a two-hour tutorial per week.

Assessment methods

Final written exam

Course:	Investment Management
Course code:	2622
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	6 th
Number of credits allocated:	6
Name of instructor:	Anastasios A. Drakos

Objectives

The Principles and Applications of Investment Management in the framework of the International Capital Markets shape the educational outline of the specific course. In the first part students will become familiar with the efficient Market Hypothesis, which constitutes the base for understanding issues related to the asset pricing and the essentials of the Modern Portfolio Theory, with extensions to Portfolio Management and risk pricing. In the second part, students will work on the Stock Valuation aspects, using both Absolute and Relative Valuation Models, with many applications and case studies from listed companies. The Collective Investments instruments (Mutual Funds, and Investment Companies) will be also presented, along with the valuation indices measuring their performance and efficiency. In the last part of the course students are asked to develop their own equity portfolio, using contemporary stock picking techniques and managing it in real time aiming to beat the risk adjusted performance of a Generalized Market Index.

Course content

- Risk and Return measures
- Efficient Market Hypothesis
- Modern Portfolio theory
- Assets and Risk Pricing
- Absolute and Relative valuation Models
- Stock Picking strategies
- Mutual Funds and Investment companies
- Equity Portfolio Construction and Management

Anticipated Results

- Understanding the notion of risk adjusted returns

- Understanding the notion of Modern Portfolio Theory and risk Diversification
- Learning of the equity and stock absolute and relative valuation metrics and Stock picking techniques in the context of portfolio construction
- Learning the basic aspects and the valuation of the Collective Investment Schemes
- Application of Portfolio, consisting of equities, management in real time

Prerequisites

Financial Management I,II

Recommended reading

- Investments, 4 th edition, by Zvi Bodie, Alex Kane and Alan J. Marcus.
- Lectures Notes, Case Studies

Teaching methods

Lectures, Workshops and Workpaper

Assessment Methods

Final written exams (50%) & Work paper (50%)

6th Semester – Specialization Electives in Accounting and Financial Management

Course title:	Risk Management
Course code:	2620
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Konstantinos Kassimatis

Objectives

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

- Understand the use and technical characteristics of financial derivatives.
- Know how to value these products.
- Be able to choose the appropriate derivative in the correct way in order to make an investment based on their expectations and risk profile.
- Know how they can use these products for risk management.
- Know how to apply quantitative analysis to modify the risk profile of an investment.

Prerequisites

No

Course content

- Financial risk and its measurement.
- Stock repo.
- Forward contracts.
- Futures contracts.
- Options.
- Swaps.

Learning Outcomes

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

- Understand the use and technical characteristics of financial derivatives.
- Know how to value these products.
- To choose the appropriate derivative in the correct way in order to make an investment based on their expectations and risk profile.
- Know how they can use these products for risk management.
- Know how to apply quantitative analysis to modify the risk profile of an investment.

Recommended reading

The following books are recommended:

Poufinas Th. and Floros H., 2015, Financial Derivatives, Thessaloniki, DISIGMA (main textbook),

Mylonas N., 2005, Derivatives Markets and Products, Athens, Typothito.

Teaching methods

Lectures

Assessment methods

Final written exam and project (optional)

Course title:	Internet and Enterprise Information Systems
Course code:	2816
Type of the course:	Elective
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Dimitris K. Kardaras

Objectives

The course focuses on the necessary knowledge and skills that students would need in order to be able to design and implement web-based systems aiming at improving business value entrepreneurship.

Prerequisites

The course uses students' knowledge from previous information systems courses taught during previous semesters.

Course content

- Introduction to e-Commerce and e-Business.
- Benefits and problems for e-business development.
- Current state of e-business development.
- Strategic Planning for e-business, models and frameworks.
- Developing a Business Plan for e-business.
- Applications for B2C and B2B e-business.
- Customer Relationship Management: technologies, development and management.
- Internet technologies-Issues in e-service composition.
- Customisation and Recommender Tools.
- Web design and evaluation.
- Web programming: Client-side and Server-side programming.
- PHP programming, Javascripts
- Markup languages: HTML web pages development.
- Markup languages: XML/XSL web pages development.
- Discussion of case studies.
- Web-sites development group projects.

Learning Outcomes

The Internet and Enterprise Information Systems course aims to equip students with all the necessary knowledge for understanding, designing and implementing web based information systems. This course, which aims at stimulating students' entrepreneurship, discusses the e-business issues from a technological and business perspective.

In particular this course discusses and aims to familiarize students with issues pertaining to:

- Strategic business plan for e-business,
- Frameworks for identifying e-business applications,
- Web design and evaluation,
- Social Media, Virtual communities and their business value,
- e-CRM,
- Customization and recommender tools,
- Internet systems architectures and development technologies issues such as HTML, PHP, XML, ASP.
- Case studies are planned for discussion and exercises are scheduled in the labs.

Recommended reading

- e-Marketing: Μάρκετινγκ στο Διαδίκτυο (2015). Σιώμοκος Γ. και Τσιάμης Ι., 9789601429670 Εκδόσεις Λιβάνη ABE.
- Chaffey Dave (2008). Ηλεκτρονικό Επιχειρείν και Ηλεκτρονικό Εμπόριο, Εκδόσεις Κλειδάριθμος.

Teaching methods

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

Assessment methods and criteria

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

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

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

The marking scheme for the exam paper is shown to the students on the exam paper. The assessment criteria for the coursework, which is also presented to the students, include design quality, level and quality implementation, etc.

7th Semester – Specialization: Accounting and Financial Management

Course title:	Financial Statement Analysis
Course code:	2810
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	7 th
Number of credits allocated:	6
Name of instructor:	Constantinos Caramanis, Emmanouil Dedoulis

Objectives

This course is designed to extend and deepen students' knowledge and understanding of various aspects concerning the analysis of corporate financial reports. Financial analysis is routinely employed by users to make rational economic decisions that affect the allocation of scarce resources in the economy. The course integrates knowledge acquired in various subject areas (e.g. accounting, economics, finance, business, management and law). It presents various techniques routinely used in standard financial analysis, including the preparation and analysis of cash flow statement. At the same time, the course notes the importance of considering the wider economic, regulatory and social context when conducting financial analysis of business organizations.

Prerequisites

Knowledge of financial accounting is an essential prerequisite for this course.

Course content

The course covers the following topics:

- Introduction to financial statement analysis: supply and demand for financial information, institutional – legal issues
- Preparation and analysis of the cash flow statement
- Key techniques in financial statement analysis
- Analysis of liquidity
- Analysis of performance
- Capital structure

Learning Outcomes

At the end of this course, students will be in a position to:

- Understand the content of the financial statements of a real business enterprise.
- Understand and estimate basic measures of corporate performance, liquidity and financial position;
- Understand how financial statement analysis is used as an important tool for managing businesses and organizations;
- Conduct a comprehensive analysis of a real business organization.

Recommended reading

The lectures are based on the following books:

- Subramanyan K.R, Wild John, (2016), Analysis of Financial Statements, Broken Hill Publishers Ltd, Nicosia (in Greek).
- Gikas, D., Papadaki, A. and Siougle, G., The analysis and valuation of corporations. Benos, Athens (in Greek).

Teaching methods

Two lectures per week (two-hours each) focus on the fundamental issues of the course, while group discussions are organized on relevant case studies.

Assessment methods

Final written exam

Course title:	Cost Accounting
Course code:	2612
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Fall
Number of credits allocated:	6
Name of instructor:	Sandra Cohen

Objectives

The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on cost accounting, by introducing its basic principles and applications. Upon completion of the course, students will be familiar with the cost accounting principles, the way firms organize their cost accounting systems, the characteristics and the way methods of product cost monitoring and the product cost, the techniques of absorption costing, marginal costing, and standard costing, as well as and activity based costing. Finally, basic cost-based pricing methodologies are discussed.

Prerequisites

There are no prerequisites for this course. However, knowledge of management and financial accounting facilitates course attendance.

Course content

The course covers the following topics:

- Introduction to cost accounting
- Basic cost elements, Distinctions of cost (variable, fixed, direct, indirect, product and period cost, etc), Cost of Goods produced calculation, Cost of Goods Sold calculation, Production cost elements (Raw Materials, Direct labor, Production O/H).

- Job order costing, Application of production O/H, Blanket and departmental O/H application rates, Over-application and Under-application of O/H, Journal entries
- Process costing, Weighted Average Method, FIFO method, Transferred in costs
- Allocation of O/H to cost centers, Methods of re - allocation of service department costs (Direct method, Step method, reciprocal method)
- Joint-process costing, Byproducts, Joint cost allocation methods
- Standard Costing, Cost variance analysis, Cost variances for Raw Materials, Direct labor, Production O/H, Journal entries
- Marginal costing, Contribution Margin, Differences between full absorption and marginal costing on net income
- Activity Based Costing, Cost drivers, Comparison between traditional and ABC systems
- Cost based pricing methodologies

Learning Outcomes

Upon completion of the course, students will be familiar with the cost accounting principles, the way firms organize their cost accounting systems, the characteristics and the way methods of product cost monitoring the product cost, the techniques of absorption costing, marginal costing, and standard costing, as well as activity based costing and they will be able to understand the relation between costs and cost-based pricing.

Recommended reading

The lectures are based on the following book:

Venieris G, S. Cohen and M. Koletsi «Cost Accounting: Principles and Applications», P.I Publishing, 2nd edition, Athens, 2005 (in Greek).

Other recommended readings are:

- Hilton, R., M. Maher and F. Selto, “Cost Management: Strategies for Business Decisions”, International Edition, 4th edition, Mc Graw Hill, 2008
- Drury, C., “Management and Cost Accounting”, Thomson, 6th edition, 2004.
- Horngren, C. T., A. Bimani, S. Datar and G. Foster, “Management and Cost Accounting”, Prentice Hall, 2nd edition, 2002.

Teaching methods

Lecturing covering theory, worked examples and exercises solved in the classroom. Students also attend tutorials that accompany the course. Moreover, the class hosts a self-assessment exercises bank where students can practice with multiple choice questions and get feedback about topics covered in the course.

Assessment methods

Final written exam

7th Semester – Specialization Electives in Accounting and Financial Management

Course title:	Financial Econometrics
Course code:	2729
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Fall
Number of credits allocated:	6
Name of instructor:	George Kouretas

Objectives

The presentation of key features of financial data and the analysis of techniques and methods are necessary for the empirical study of financial time series. The analysis of time series, both theoretically and empirically, is an integral part of understanding the functioning of the financial markets. The teaching-mentoring course offers students training in research methodology and also prepares for postgraduate studies. It helps students to successfully develop quantitative/analytical skills in real financial problems. This is a course offering also lab training in the PC econometric package Eviews.

Prerequisites

This course synthesizes concepts from various courses at Business Schools. Students registered in the direction of Business Administration with background in quantitative methods and finance/financial management are particularly invited to follow this course. Students registered in other directions are also allowed to attend this course.

Course content

Simple and multiple regression, serial correlation, heteroscedasticity, multicollinearity, dummy variables, ARMA, ARIMA, unit roots, cointegration, panel data

Learning Outcomes

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

- link the theoretical knowledge of finance with real data and thus gain a complete picture of the functioning of financial markets,
- understand advanced econometrics issues;
- use databases (DATASTREAM, EIKON, BLOOMBERG) and the econometric package EViews for PCs.

Recommended reading

The following book is required:

- Brooks C., 2014, Introductory Econometrics for Finance, 3rd ed., Cambridge University Press (main textbook),

together with a list of recommended references for background reading:

- Wooldridge J., 2013, Introductory Econometrics - A Modern Approach, 5th ed.

- Studenmund A.H., 2013, Using Econometrics A Practical Guide 6th ed., Pearson Education.
- Stock J. H., Watson M.W., 2011, Introduction to Econometrics, 3rd ed., Pearson Education
- Gujarati D. N., Porter D., 2008, Basic Econometrics, 5th ed., McGraw-Hill
- Greene W.H., 2011, Econometric analysis, 7th ed., Pearson Education
- Asteriou D. and S. Hull, 2007, Applied Econometrics: A Modern Approach Using Eviews and Microfit, Revised Edition
- Griffiths W., C. Hill and M. Andrew, 2008, Using Eviews for Principles of Econometrics, 3rd edition, John Wiley&Sons.

Teaching methods

Lectures and students' presentations (individual/team)

Assessment methods

Final written exam and midterm non-obligatory exam (laboratory applications with EViews)

Course title:	Financial Management III
Course code:	2741
Type of the course:	Elective
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	7 th
Number of credits allocated:	6
Name of instructor:	Konstantinos Kassimatis

Objectives

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

- Understand the motives for mergers and acquisitions.
- Be familiar with the various valuation methods for firms.
- Analyze the financial statements of a company for valuation purposes.
- Apply economic analysis to determine a fair price for a firm.
- Understand the basic pillars of behavioral finance.
- Understand how human psychology can affect financial decisions.

Prerequisites

No

Course content

- Mergers and Acquisitions: motives, effectiveness, defense tactics, valuation of target companies, methods of payment for takeovers.
- Behavioral finance: basic principles, financial market anomalies, heuristics, behavioral explanations of financial anomalies.

- Microstructure of Greek capital market.

Learning Outcomes

At the end of the course students should:

- Understand the motives behind Mergers and Acquisitions.
- Know the various methods for firm valuation.
- Know how to analyze financial data for firm valuation.
- Know how to apply financial analysis to determine the fair acquisition premium for a firm.
- Understand the basic principles of behavioral finance.
- Understand the ways through which human psychology can affect investment decisions.

Recommended reading

The following book is required:

Kyriazis D., 2016, Mergers and Acquisitions, N. Ionia, Diplografia (main textbook).

Teaching methods

Lectures

Assessment methods

Final written exam and project (optional)

Course title:	Equity Valuation Models
Course code:	2745
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Winter
Number of credits allocated:	6
Name of instructor:	Stella Spilioti

Objectives

This course aims at educating the student on how to value a common equity of a business corporation. It will provide with a clear and detailed understanding of how the theories of corporate valuation can be put into practice. Three valuation techniques will be discussed in detail and their applications will be demonstrated. These are: a) the Residual Income Valuation Approach; b) the Free Cash Flow Valuation Approach and c) the Dividend Valuation Approach.

Prerequisites

No

Course content

- Introduction to Accounting and Financial Analysis
- Analysis with Financial Ratios
- Detailed description of the alternative valuation models
- Explanation of the differences between the fundamental value of a share and the price at the stock market
- Valuation of a real company

Learning Outcomes

Upon completion of the course students will be able to:

- Determine the fundamental value of a stock using important financial and accounting variables of a company.
- Recognize the advantages and the disadvantages of the Alternative valuation models.
- Critically analyse publically available information about what is occurring in financial markets.
- Write a business valuation report.

Recommended reading

- 1) Analysis and Valuation of Companies, D. Gikas, A. Papadaki, G. Siougle, Benos Publications, 2010
- 2) Financial Statements Analysis, KR. Subramanyan , Broken Hill, Publishers Ltd, Nicosia 2017

Teaching methods

Lectures

Assessment methods

Final written assignment and project (optional)

Course title:	Accounting for Financial Instrumets
Course code:	7247
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Name of instructor:	Georgia Siougle

(For the description of this course please see the study guide of the Department of Accounting and Finance)

8th Semester-Specialization: Accounting and Financial Management

Course title:	Auditing
Course code:	2719
Type of the course:	Compulsory for specialization
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Constantinos Caramanis

Objectives

The objective of this course is to introduce students to the fundamental concepts and principles on which corporate external auditing is based. At the centre of attention is the presentation and analysis of a series of decisions taken by auditors during an audit of financial statements. These decisions refer to client acceptance, audit strategy and planning, audit evidence, and finally, to the issuing of the auditor's opinion. The auditor's opinion is the means through which the auditor answers the question as to whether the audited financial statements have been prepared, in all material respects, in accordance with the applicable financial reporting framework.

Prerequisites

Knowledge of financial accounting is an essential prerequisite for this course.

Course content

The course covers the following topics:

- Introduction to Auditing
- Types of services offered by auditors
- The organization and history of the Greek auditing profession
- Corporate governance, expectations gap and auditor liability
- Business and audit risks
- Audit objectives and evidence
- Audit acceptance and planning
- analytical procedures
- Internal controls
- The audit risk model and substanting testing
- Audit sampling
- The audit report

Learning Outcomes

At the end of this course, students will be in a position to understand:

- The nature and role of corporate audits in the functioning of the market economy;
- The structure and operation of the international market for audit and related services;

- The technologies, objectives and limitations of auditing;
- The content, meaning and importance of the audit report.

Recommended reading

The lectures are based on the following books:

- C. Caramanis, "Modern Auditing", Athens University of Economics and Business Editions, Athens, 2008 (in Greek).
- Ch. Kazantzis, "Auditing and Internal Controls: A systematic approach to concepts, principles and rules. Business Plus, Pireaus, 2006.

Teaching methods

Two lectures per week (two-hours each) focus on the fundamental issues of the course, while group discussions are organized on relevant case studies.

Assessment methods

Final written exam

8th Semester– Specialization Electives in Accounting and Financial Management

Course title:	International Finance
Course code:	2838
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	8 th
Number of credits allocated:	6
Name of instructor:	Georgios Kouretas

Objectives

The aim of the course is to present and analyse to the students the modern issues of international finance, open economy macroeconomics and the new financial products and economic policies as applied in the foreign exchange markets. The presentation of all issues is conducted with the combination theory and case studies in order for the students to gain a clear understanding of the complex mechanisms under which the foreign exchange market operates as well as of the international money and bonds markets and the implementation of economic policies in the open economy.

Prerequisites

For the better understanding of the course material an introductory knowledge of macroeconomic analysis is needed.

Course content

The foreign exchange market, international monetary arrangements, the balance of payments, the current and capital accounts, local and triangular arbitrage, uncovered interest rate parity, covered interest parity, purchasing power parity, the efficient market hypothesis, the International Fisher effect, exchange rate modelling, currency crises.

Learning Outcomes

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

- To develop knowledge about the theoretical structure of the foreign exchange market
- Understand the importance of foreign exchange market
- To acquire knowledge of the spot and forward foreign exchange markets
- Understand the determinants of the exchange rate determination
- Understand the parities in foreign exchange markets: uncovered interest parity, covered interest parity, purchasing power parity, the international Fisher effect
- Develop skills to analyze issues in the spot and forward exchange markets

Recommended reading

Alan C. Shapiro and Peter Moles, (2014), *International Financial Management*, New York: Wiley

Teaching methods

Class lectures

Assessment methods

Final written assignment

Course title:	Banking Institutions Management
Course code:	2826
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Georgios Kouretas

Objectives

The importance of the banking system and its operations to finance, governments, businesses and households and hence economic growth is fundamental. The aim of this course is to present the basic concepts of banking mediation, the risks associated with it, the tools and the rules for their management. The aim is to provide the necessary specialized financial and banking knowledge and skills to students so that they can effectively respond to the facts of the modern internationalized market and understand its operating rules.

Prerequisites

This course synthesizes concepts from various courses at Business Schools. Students registered at any direction are allowed to attend this course.

Course content

The monetary system, Financial Intermediation, Credit and money creation, money supply, conduct of monetary policy, ECB and the Eurosystem, Bank characteristics, market risk, default risk, country risk, asset and liabilities management, Value-at-Risk, Basle I, II and III

Learning Outcomes

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

- To develop knowledge about the theoretical structure of an open economy with emphasis on the formulation and implementation of monetary policy
- Understand the institutional framework of the international banking system
- Develop skills in analysing and forecasting key economic variables when the economy is facing internal and external shocks
- To acquire the knowledge to use an economic model for analysing policy measures
- Understand the risk management of financial institutions
- Develop skills to analyse hedging models against the risks faced by financial institutions

Recommended reading

- S.G. Cecchetti and K.I. Schoenholtz, (2017), Χρήμα-Τράπεζες και Χρηματοπιστωτικές Αγορές, Ελληνική Έκδοση, (Επιμέλεια, Κωνσταντίνα Κοτταρίδη), Λευκωσία, Εκδόσεις Broken Hill.
- Gasu – Girardone – P. Molyneux, (2017), Εισαγωγή στην Τραπεζική, Ελληνική Έκδοση, (Επιμέλεια, Κυριακή Κοσμίδου), Θεσσαλονίκη: Εκδόσεις Αφοί Τζιόλα.
- F. S. Mishkin, (2016), The Economics of Money, Banking, and Financial Markets, Pearson.
- , (2015), Money, Banking and Financial Markets, McGraw Hill
- X. Freixas and J. C. Rochet, (2008), The Microeconomics of Banking, MIT Press.
- P.G.A. Howells and K. Bain, (2008), The Economics of Money, Banking and Finance: a European Text, Pearson.
- P.G.A Howells and K. Bain (2009), Monetary Economics: Policy and its Theoretical Basis, Palgrave MacMillan

Teaching methods

Lectures and students' presentations (individual/team)

Assessment methods

Final written exam and midterm non-obligatory exam

Course title:	Sustainable Development Reporting and other Non financial Reporting
Course code:	2818
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Adjunct Faculty

Course Content

The course will include the following sections:

- Introduction to non financial reporting - ESG reporting
- Users, content and guidelines for non financial reporting
- Standards for sustainability reporting (e.g IFRS, European Union, GRI, etc.)
- Sustainable development Goals by United Nations
- Integrated Reporting
- Sustainability reporting
- Environmental reporting
- Human rights reporting
- Popular Reporting
- Other types of non financial reports
- Ratios used in non financial reporting
- Audit and assurance in non financial reports

- Challenges in developing non financial reports- Conflict of interest between producers and receivers

Learning Outcomes

The course aims at presenting the basic non financial reports that are issued by private companies and public organizations for the information of a vast range of stakeholders. After completing the courses, students will be aware of the new international trends in-financial reporting, their content, the basic principles and standards that can be used for their development.

Non financial reporting

Recommended Reading

The course is based on notes developed by the tutor. In parallel topical material available on the internet will be used as recommended readings and educational material.

Teaching methods

Lectures and students' presentations (individual/team)

Assessment methods

Final written exam and midterm non-obligatory exam

Course title:	Special Topics of Financial Accounting
Course code:	2842
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Adjunct Faculty

Course Content

The course extends the accounting framework by analysis selected topics such as, deferred taxation, preparation of consolidated financial statements (full consolidation and equity method), accounting for derivatives, leases under IFRS 16, employee benefits (IAS 19), capitalization of interest during construction (IAS 23), financial assets at fair value, property, plant and equipment at fair value, reclassification of fixed assets as current assets, statement of other comprehensive income.

Learning Outcomes

Upon completion of the course, students will:

- Understand and be able to apply complex initial recognition and subsequent measurement accounting rules or account for complex transactions and events, in the context of fair value accounting.
- Be able to evaluate the effect of complex accounting rules and complex transactions or events on the various financial statements accounts.

- Be in position to prepare the financial statements of real companies and organisations, under fair value accounting.
- Understand the process of preparing consolidated financial statements.
- Be able to undertake a thorough analysis of the information provided in corporate (separate and consolidated) financial statements.

Recommended Reading

Kieso E. Donald, Weygandt J. Jerry, Warfield D. Terry (2018). Λογιστική-Εκτενής Ανάλυση με ΔΠΧΑ, BROKEN HILL PUBLISHERS LTD

Teaching methods

Lectures

Assessment methods

Final written exam

4.2.4 Specialisation Marketing Courses

5th Semester – Specialization: Marketing

Course:	Financial Management II
Course code:	2511
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Anastasios A. Drakos, George Moratis

Objectives

The course entitled as Financial Management focuses on the principles and functions of the Corporate Finance. Medium and Short Term Financing, from Bank Loans to Factoring and Leasing offer a close insight on alternative Financing Decisions, while a detailed analysis of the Financial Programming (Break Even, Working Capital Management, Credit and Inventories Management etc.) and its applications on Corporate Planning, is performed. In this context of Corporate Financing and Planning the Capital Structure Decision and the Dividend Policy Matters, are essential for a consolidated review on the Corporate Finance.

Course content

- Operating and Financial leverage
- Capital Structure
- Dividend Policy
- Financial Programming and Working capital Management
- Credit Default Ratings and Metrics
- Cash Flow Budget
- Factoring and Forfaiting
- Financial and Operating Leasing

Anticipated Results

- Understanding the fundamentals of Financial Programming
- Learning of the Short Term Financing sources in the context of a Managing the Working Capital of a company
- Significance of the Capital Structure and the Dividend Policy, and their implications on the profit and the risk for both the company and the shareholders.
- Understanding the Short and Medium term Corporate Budgeting techniques.

Prerequisite

Financial Management I and Accounting I

Recommended reading

- “Principles of corporate Finance ” Utopia, Brealey Richard, Myers Stewart, Allen Franklin
- Lectures Notes, Case Studies, and workshops

Teaching methods

Lectures, Workshops and Workpaper

Assessment Methods

Final written exam (70%) και Work paper (30%)

Course:	Services Marketing
Course code:	2539
Type of the course:	Elective
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Adjunct Staff

LEARNING OUTCOMES :

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

- Understand the multi-level influences of services characteristics, their mechanisms and their management techniques.
- Understand the concept and the importance of an excellent customer service, as well as learn the factors that can lead to an excellent service provision.
- Acquire the knowledge and skills necessary for developing and employing optimal strategies for any specific case.
- Develop loyalty programs.
- Understand and manage servicescape elements, the place where service is provided.

Plan and use service blueprints.

COURSE CONTENT :

- Basic characteristics of services and the ways they influence fundamental strategic marketing
- Service quality and excellence
- The importance of the service provider's employees
- The place of service provision (serviscapes)
- Service production operations
- Service strategic positioning and communication
- Pricing services
- Developing and managing long-term customer relations

Recommended reading

- Gounaris, S., Karantinou, K. (2014), “Services Marketing”, Rosili (in Greek)
- Fisk, Raymond P. , Grove, Stephen J. & John, Joby (2013), “Services Marketing Interactive Approach”, Fourth Edition, Southwestern Cengage Learning
- Wirtz, J., Chew, P., Lovelock, C. (2012), “Essentials of Services Marketing”, 2nd edition, Pearson Education

Teaching methods

Lectures and Case Studies

Assessment Methods

Written Exam

5th Semester – Specialization Electives in Marketing

Course:	Integrated Marketing Communications
Course code:	2537
Type of Course:	Elective in Specialization in Marketing
Level of the course:	Undergraduate
Year of Study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Adjunct Faculty

Objectives.

The course examines the philosophy and practices of Integrated Marketing Communications (IMC) with an emphasis on two of its most visible techniques: Advertising and Sales. It provides a systematic framework for understanding the role and techniques of advertising and sales promotion with emphasis on personal sale. It introduces participants to the current issues in business and marketing communications (MarComs), explains and contextualizes current theoretical approaches and debates in the field and presents state-of-the-art techniques. Through a variety of interactive class activities, self-directed and extracurricular learning it serves the dual objectives of preparing scientist for further study and well-rounded professionals for a career in business administration, marketing, sales or communication.

Course content

- Integrated Marketing Communications (IMC)
- Elements of the communications mix
- Successful advertising messages
- Advertising management
- Personal sales
- Sales promotion techniques
- Publicity/ public relations
- Direct marketing
- Internet marketing
- The IMC plan
- Promotion and marketing communications media
- Assessing the IMC plan's effectiveness

Learning Outcomes

The course helps students understand the methodology for developing an advertising campaign along with appreciating the elements that make a successful advertising message. Students will be, therefore, able to develop new messages, select appropriate media, and use appropriate elements of the communications mix in planning integrated communications. They will also be in a position to appreciate the way in which integrated marketing communications help build strong brands, and to assess the effectiveness of a comprehensive integrated marketing communications plan.

Prerequisites

Basic knowledge of principles of marketing and consumer behavior, good knowledge of English

Recommended reading

- Zotos, G., Zotou, A., Kirousi, A., Boutsouki, C., Palla, P.T., Chatzithomas, L. (2018), “Advertising”, 6th edition, University Studio Press, Thessaloniki
- Belch, G., Belch, M. (2020). “Advertising and Promotion: An Integrated Marketing Communications Perspective”, 12th edition, McGraw Hill

Teaching methods

Lectures, experiential and structured exercises, case studies, field trips, presentations by industry experts, workshops.

Assessment Methods

Final written exam (50%)

Individual Class Paper (Essay, Case Study or Literature Review of 1500-2000 words submitted with the final exam paper (50%).

Course title:	Production Management and Services
Course code:	2509
Type of the course:	Elective in specialization
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	5 th
Number of credits allocated:	6
Name of instructor:	Paraschos Maniatis

Objective of the course

The Production and Operations Management course aims at introducing the student to issues related to the design, analysis, re-design, optimization and operation of Industrial and Manufacturing Systems as well as Services, and to highlight the need for effective management of the limited resources of these systems.

Prerequisites

No

Course content

The production and operations management course consists an introducing of the student into issues related to the design, analysis, re-design, optimization and operation of Industrial and Manufacturing Systems and Services, and to highlight the need for efficient management of the limited resources of these systems. Through the course the student will be able to

understand the organizational structure and the main components - subsystems - functions of a Production System. At the same time, it will acquire an essential knowledge of the problems presented by Production Systems in their design and operation, as well as the methods of solving these problems by analytical and computational methods. Through the Production Management course, the important role of Production Managers will emerge, which in collaboration and complementary to Finance and Marketing Managers are the main administrative pillars that support the success of a business. The Production Management course requires a basic knowledge of Distinct Mathematics (especially Linear Programming), Statistics and Computers, although most of the topics covered are autonomous.

Learning Outcomes

Upon completion of this program, students will be able to:

- To develop knowledge and understanding of all key business areas
- Demonstrate the understanding of how the company operates in a global and multicultural environment
- Apply critical and reflective thinking skills and use analytical tools to evaluate information, solve problems and make informed decisions
- Communicate effectively verbally and in writing using appropriate technologies
- Effectively operate in a variety of group roles and take leadership roles where needed.
- To learn how to manage the lessons independently, professionally and morally

Recommended reading

- Russell R.S. and Taylor B.W. (2003) "Operations Management: Quality and Competitiveness in a Global Environment", 4th ed., Prentice Hall
- Schroeder, R. G. (2007) "Operations Management: Contemporary Concepts and Cases", 4th ed., McGraw-Hill
- Stevenson, W.J. (2010) "Operations Management", 9th ed., McGraw-Hill
- Waller D.L. (2003) "Operations Management: A Supply Chain Approach", Cengage Business Press, 2nd edition
- Dervitsiotis, K.N. (1999), "Production Management", Kleidarithmos editions
- Ioannou, G. (2005), "Derivatives and Services Management", Stamoulis editions
- Pappis, K.Π. (2006), "Production Planning", Stamoulis editions

Teaching methods

Lectures of the theoretical / practical part and solving of student / student exercises

Assessment methods

Final written exam

Course title:	Regulatory issues of supervision of capital markets and corporate governance
Course code:	2525
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Year of study:	2 nd
Semester/trimester:	5 th
Number of credits allocated:	6
Name of instructor:	Christina Tarnanidou

Objectives

With the conclusion of the Course, the students will:

- acquire basic knowledge with regard to the manner of operation of the capital market, as a fund raising mechanism for enterprises and a secondary market, as well, that offers a series of services and products to the investors in accordance with the domestic system and the rules of the European Union
- be in a position to face legal issues in relation to the functioning of the capital market, the investment services, the financial instruments, the undertaking of collective investments, the manner of organisation of the exchange markets and the trading venues as well, the protective measures relating to the integrity of the capital market with regard to market abuse actions, as well as to the functioning of the financial system against money-laundering risks
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe

Prerequisites

No

Course content

The Course includes the basic introductory terms and regulations related to the functioning of the capital market and the corporate governance applicable to listed companies. Main emphasis is given to the rules of the EU to which our country is compliant. The basic parts of the Course relate to: 1) the operation of the capital markets and mainly of the markets in financial instruments, including also market abuse protection and investment services, 2) the mechanism of the investors protection against insolvencies and defaults of banks and investment firms, 3) the obligations of the issuing companies and the special rules to which they are subject (transparency, information, corporate governance), 4) the institutional investors - UCITs etc., 5) the securities that are held in a book-entry form in the registrars and the central securities depositories, 6) the special rules on insolvency and indebtedness with regard to obligations arising from financial transactions, 7) the protection against money laundering.

The Course analyses theoretical issues and addresses practical problems related to the aforementioned parts of the commercial life. The referred issues are examined under the domestic system and the sectorial legislation of the EU as well.

Learning Outcomes

The students will:

- acquire basic knowledge with regard to the manner of operation of the capital market, as a fund raising mechanism for enterprises and a secondary market, as well, that offers a series of services and products to the investors in accordance with the domestic system and the rules of the European Union
- be in a position to face legal issues in relation to the functioning of the capital market, the investment services, the financial instruments, the undertaking of collective investments, the manner of organization of the exchange markets and the trading venues as well, the protective measures relating to the integrity of the capital market with regard to market abuse actions, as well as to the functioning of the financial system against money-laundering risks
- be familiar in solving the practical issues that arise from the implementation of the relevant rules
- consolidate knowledge and develop culture with regard to the above issues, based on the framework of the functioning of the “internal market” of Europe

Recommended reading

- *Moloney N.*, EU Securities and Financial Regulation (2014)
- *Mallin Ch.*, Corporate Governance (2012)
- *Tarnanidou Ch.*, Special Rights of Shareholders of Listed Companies (2009) (Greek edition)
- *ibid*, The Regulated Market. EU law and national implementation (2008) (Greek edition)
- *ibid*, Derivatives Contracts of the Financial Sector (2006) (Greek edition)

Teaching methods

The teaching material of the Course includes lectures. Teaching includes also other learning activities based on written optional or tutorial exams, essays, as well as coordinated educational visits in operators and authorities of the commercial sector (e.g. Chamber of Commerce, Athens Exchange).

Assessment methods

Final written exam and optional essays

6th Semester – Specialization: Marketing

Course title:	Business Strategy
Course code:	2610
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	3 rd
Semester:	6 th
Number of credits allocated:	6
Name of instructor:	Papadakis Vassilis, Thanos Ioannis

Objectives

This course is an introductory course to strategic management. It starts with the definition of strategy and continues with the analysis of the external environment (PEST, Five Forces, Strategic Groups, Scenario planning), internal environment (resource-based view, value chain) and vision/mission. The rest of the course deals with issues of strategy formulation (e.g. growth strategies, retrenchment strategies, competitive strategies) as well as strategy implementation (i.e. mergers, acquisitions, alliances, the role of leadership, structure, systems, people) as well as the most common strategy mistakes taking place in crafting and implementing strategy.

Course content

The course comprises of the following modules:

- How to analyse the external environment of the company: (Structural Analysis of Industries-5 Forces, Strategic Groups, Scenario Planning, PESTEL Analysis)
- How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as the creation of dynamic capabilities, Value Chain, Organizational Culture)
- How to direct the company into the future (mission/vision/strategic intent)
- How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, form an alliance with another business).
- How to build and sustain competitive advantage (Porter's Generic Competitive Strategies, Value Disciplines, Strategy Clock)
- What type of structure, systems, people, does a company need to successfully implement a chosen strategy (McKinsey's 7S's).
- How to make better strategic decisions and how to avoid the hidden traps that lead to erroneous decisions.
- The course will provide frameworks for identifying the challenges of different competitive environments. We will give you some analytical approaches that are useful to widely different strategic problems. Our final aim is to help you understand how to build a strategically responsive organization by tuning systems, structures and people to strategy, and how to effectively manage the process of strategizing.

Learning Outcomes:

The course aspires to:

- Help participants understand:
 - the external environment in which our companies operate,
 - the role and significance of Compulsory competences not only in offering competitive advantage, but also in providing the foundation upon which strategies are based,
 - the role and significance of corporate mission/vision statements in success.
- Help participants craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
- Develop understanding on how to build and sustain competitive advantage
- Realize what type of structure, systems, people, a company needs to successfully implement a chosen strategy.
- To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.

Prerequisites

No

Recommended or required reading

The main textbook is:

Papadakis V., Business Strategy: International and Greek Experience, Benos Publishing Co, Volume A', 2016, 7th Edition (in Greek).

Additional Recommended international textbooks include:

- **Johnson G.**, R. Whittington and K. Scholes, 'Exploring Strategy: Text and Cases', Prentice Hall, 11th edition, 2018.
- **Hill, C.**, G. Jones and M.A. Schilling, Strategic Management Theory, Cengage Learning, 11th edition, 2015.
- **Thompson, A.A.**, M.A. Peteraf, J.E. Gamble and A.J. Strickland III, Crafting and Executing Strategy: Concepts and Readings, 20th edition, McGraw-Hill, 2016.

Teaching methods

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

Assessment methods

The course grade will be based on a Final written exam and an optional group assignment. Addressing the questions requires critical thinking.

Course title:	Marketing Metrics & Research
Course code:	2630
Type of the course:	Compulsory in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	3rd
Semester/trimester:	Spring
Number of credits allocated:	6
Name of instructor:	George Siomkos, Marina Psiloutsikou

Objectives

The course objectives are to provide students with an overview of Marketing Research and focuses on understanding the process, the outputs and the applications of marketing research.

Prerequisites

Although not compulsory prerequisites apply, basic knowledge of marketing principles and statistics are helpful to the students.

Course content

Topics covered include: primary versus secondary data; primary data collection methods; qualitative research (i.e., in-depth interviews, focus groups, projective techniques, observation techniques); questionnaire design; sampling methods; market research applications; data coding, editing and analysis; research reporting.

Learning Outcomes

The Learning Outcomes of the course are mainly to enable students to effectively evaluate marketing research proposals, to interpret and critically review Marketing Research reports, and to evaluate their usefulness to management and managerial decision-making.

Recommended reading

- Siomkos, G.J. and D.A. Mavros, Marketing Research & Metrics, Broken Hill publishing, 2018.
- Siomkos, G.J. and Aik. Vassilikopoulou, Analysis Methods Application in Market Research, Athens: Ath. Stamoulis Publications.
- Churchill, G.A. and D. Iacobucci, Marketing Research: Methodological Foundations, Thomson / South-Western.
- Wilson, A., Marketing Research: An Integrated Approach, Prentice-Hall.

Teaching methods

Class lectures, class exercises, case studies, written assignment, public presentation.

Assessment methods

Final written exam and written assignment.

Course title:	Customer Experience Management
Course code:	2640
Type of the course:	Compulsory in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	3rd
Semester/trimester:	Spring
Number of credits allocated:	6
Name of instructor:	Adjunct Faculty

Learning Outcomes

Nowadays, organizations around the world, try to differentiate themselves within a new competitive field; the field of Customer Experience (CX) field. CX helps organizations avoid the commoditization of their products, i.e., competing on price alone. This course offers the necessary approaches, methods, and tools for understanding the needs, expectations and wants of customers, as well as creating Experiences, Products, and Services that satisfy their “wants”. More specifically, the course helps students/ managers to:

- Understand their customers.
- Outline competitive corporate and marketing strategies.
- Adequately combine the physical with the digital world.
- Understand the “Voice of their Employees”.
- Prioritize product and services capabilities and operations based on what their customers consider important and what they want.
- Create customer-centric organizations and flexible processes with the customer in mind.
- Differentiate in terms of Experience and plan the Experience which stems from the organization-customer interaction.
- Quantify CX’s benefits.
- Measure and monitor the impact of their CX actions, as well as manage their CX organizations based on CX.

COURSE CONTENT :

Part I: Theoretical Background

- The Experience Economy
- Basic Principles of Customer Experience (CX)
- Design Thinking methodology
- Storytelling & Story Mapping
- CX Strategy
- Organizational models for CX Management
- New technologies in CX

Part II: Practical Tools & Metrics

- Market segmentation, planning and Persona prioritization
- Methods for outlining the “Voice of Customer” (VoC) and the “Voice of Employees” (VoB)
- Customer Journey Mapping
- The Value Proposition
- Methods for collecting quantitative and qualitative data
- Internal firm’s/ organization’s processes analysis
- CX KPIs and Metrics

Part III: CX Management in action

- Βιωματικά εργαστήρια
- Case studies
- Tools for outlining the Customer Journey Map (e.g., Smaply, UXPresia, Adobe XD, LucidChart)

Recommended Reading

- Siomkos, G., Veros, A. (2022), “Customer Experience Management: Methodology & Practical Tools”, Broken Hill Publishers, Nicosia (in Greek).
- Siomkos, G. (2018), “Consumer Behavior”, 5th edition, Broken Hill Publishers, Nicosia (in Greek).
- Pine II, B.J., Gilmore, J.H. (2011), “Welcome to the Experience Economy”, updated edition, Boston, Mass.: Harvard Business School Press.
- Lemon, K.N., Verhoef, P.C. (2016), “Understanding Customer Experience throughout the Customer Journey”, Journal of Marketing, Vol. 80, November, pp. 69-96.

Teaching methods

Class lectures, class exercises, case studies, written assignment, public presentation.

Assessment methods

Final written exam

6th Semester –Specialization Electives in Marketing

Course title: **Pricing Strategy**
Course code: 5647
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Kostis Intounas
(For the description of this course please refer to the Guide of Study of the Department of Marketing and Communication)

Course title: **Brand Management**
Course code: 5624
Type of the course: Compulsory in Specialization
Level of the course: Undergraduate
Name of instructor: Paris Argouslidis
(For the description of this course please refer to the Guide of Study of the Department of Marketing and Communication)

Course title: **Sales Management**
Course code: 5625
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Vlas Stathakopoulos
(For the description of this course please refer to the Guide of Study of the Department of Marketing and Communication)

Course title: **International Marketing**
Course code: 5638
Type of the course: Elective in Specialization
Level of the course: Undergraduate
Name of instructor: Dionysis Skarmas
(For the description of this course please refer to the Guide of Study of the Department of Marketing and Communication)

Course title:	Management Accounting
Course code:	2731
Type of the course:	Elective
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Sandra Cohen

Objectives

The objective of the course is to provide fundamental knowledge, both in theoretical and practical terms, on management accounting, by introducing its basic principles and applications. Upon completion of the course, students will be familiar with the basic elements of production cost calculation and cost allocation, the issues of preparing, monitoring and controlling the master budget as well as with the analysis of variances, the methodology for short-term decision-making based on cost information as well as the analysis of Cost-Volume-Profit.

Prerequisites

No

Course content

The course covers the following topics:

- Introduction to management accounting, distinguishing management accounting from financial accounting, Introduction to cost accounting
- Basic cost elements, Distinctions of cost, Cost of Goods produced calculation, Cost of Goods Sold calculation, Production cost elements (Raw Materials, Direct labor, Production O/H)
- Allocation of O/H to cost centers, application of O/H to products
- Introduction to Budgeting, Types of Budgets, Forecasting methods, Developing the Master Budget
- Cash budgeting, Examples of Master Budgets for Commercial and Production companies
- Flexible and static budgets, Spending and Volume variances, variance calculation and analysis
- Capital budgeting, Investment plans assessment methods
- Break Even Point for one and multiple products, Cost-volume-profit analysis
- Short-term decision analysis, decision criteria for special orders and use of resources under constrain, examples

Learning Outcomes

Upon completion of the course, students will be familiar with the basic elements of production cost calculation and cost allocation, the issues of preparing, monitoring and controlling the master budget as well as with the analysis of variances, the methodology for short-term decision-making based on cost information as well as the analysis of Cost-Volume-Profit.

Recommended reading

The lectures are based on the following book:

Venieris G, and S. Cohen, «Management Accounting», P.I Publishing, Athens, 2007 (in Greek).

Other recommended readings are:

- Hilton, R., M. Maher and F. Selto, “Cost Management: Strategies for Business Decisions”, International Edition, 4th edition, Mc Graw Hill, 2008
- Drury, C., “Management and Cost Accounting”, Thomson, 6th edition, 2004.
- Horngren, C. T., A. Bihmani, S. Datar and G. Foster, “Management and Cost Accounting”, Prentice Hall, 2nd edition, 2002.

Teaching methods

Lecturing covering theory, worked examples and exercises solved in the classroom. Students also attend tutorials that accompany the course. Moreover, the eclass hosts a self-assessment exercises bank where students can practice with multiple choice questions and get feedback about topics covered in the course.

Assessment methods

Final written exam

7th Semester – Specialization: Marketing

Course title:	Financial Statement Analysis
Course code:	2810
Type of the course:	Compulsory
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	7 th
Number of credits allocated:	6
Name of instructor:	Constantinos Caramanis, Emmanouil Dedoulis

Objectives

This course is designed to extend and deepen students' knowledge and understanding of various aspects concerning the analysis of corporate financial reports. Financial analysis is routinely employed by users to make rational economic decisions that affect the allocation of scarce resources in the economy. The course integrates knowledge acquired in various subject areas (e.g. accounting, economics, finance, business, management and law). It presents various techniques routinely used in standard financial analysis, including the preparation and analysis of cash flow statement. At the same time, the course notes the importance of considering the wider economic, regulatory and social context when conducting financial analysis of business organizations.

Prerequisites

Knowledge of financial accounting is an essential prerequisite for this course.

Course content

The course covers the following topics:

- Introduction to financial statement analysis: supply and demand for financial information, institutional – legal issues
- Preparation and analysis of the cash flow statement
- Key techniques in financial statement analysis
- Analysis of liquidity
- Analysis of performance
- Capital structure

Learning Outcomes

At the end of this course, students will be in a position to:

- Understand the content of the financial statements of a real business enterprise.
- Understand and estimate basic measures of corporate performance, liquidity and financial position;
- Understand how financial statement analysis is used as an important tool for managing businesses and organizations;
- Conduct a comprehensive analysis of a real business organization.

Recommended reading

The lectures are based on the following books:

- Subramanyan K.R, Wild John, (2016), Analysis of Financial Statements, Broken Hill Publishers Ltd, Nicosia (in Greek).
- Gikas, D., Papadaki, A. and Siougle, G., The analysis and valuation of corporations. Benos, Athens (in Greek).

Teaching methods

Two lectures per week (two-hours each) focus on the fundamental issues of the course, while group discussions are organized on relevant case studies.

Assessment methods

Final written exam

Course title:	Strategic Marketing Planning
Course code:	2735
Type of the course:	Compulsory in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	8 th
Number of credits allocated:	6
Name of instructor:	George Siomkos, Aikaterini Stavrianea

Objectives

The main course objective is to help students learn how to develop and implement a strategic marketing plan for a product, at the brand level.

Prerequisites

Although not compulsory prerequisites apply, knowledge of marketing principles and related topics are helpful to the students.

Course content

The strategic marketing planning process, the marketing plan, industry attractiveness analysis, competitor analysis, customer analysis, product portfolio analysis, marketing warfare, special marketing strategies for market share development, growth strategies, and marketing strategies for mature and declining markets.

Learning Outcomes

The major anticipated learning outcomes of this course is to help the student acquire the experience of the creative and systematic use of marketing principles, theories, methods and tools in developing and evaluating strategic marketing plans.

Recommended reading

- Siomkos, G.J., Strategic Marketing, 5th edition, Broken Hill publishing, 2018. [in Greek]
- Siomkos, G.J. & J. Czepiel, Competitive Marketing Strategy, Athens: Ath. Stamoulis Publications, 2008. [in Greek]
- D.R. Lehmann and R.S. Winer, Analysis for Marketing Planning, Mc-Graw-Hill/ Irwin.
- Rao & Steckel, Analysis for Strategic Marketing, Addison-Wesley.
- S.C.Jain, Marketing Planning & Strategy, Southwestern.
- D.A. Aaker, Strategic Market Management, John Wiley & Sons
- Walker, Mullins, Boyd & Larreche, Marketing Strategy, McGraw – Hill/ Irwin.

Teaching methods

Class lectures, class exercises, case studies, written assignment, public presentation.

Assessment methods

Final written exam, quizzes, and written assignment.

Course title:	Agricultural and Food Products Marketing
Course code:	5668
Type of the course:	Elective in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	4th
Semester:	7 th
Number of credits allocated:	6
Name of instructor:	Grigorios Painesis
<i>(For the description of this course please refer to the Guide of Study of the Department of Marketing and Communication)</i>	

Course title:	Retail and Wholesale Marketing
Course code:	5657
Type of the course:	Elective in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	4th
Semester:	7 th

Number of credits allocated: 6
Name of instructor: George Baltas
(For the description of this course please refer to the Guide of Study of the Department of Marketing and Communication)

Course title: **Decision Making**
Course code: 2743
Type of the course: Elective
Level of the course: Undergraduate
Year of study: 3rd
Semester: 5th
Number of credits allocated: 6
Name of instructor: Alexandros Papalexandris

Objectives

The course aims to analyse the decision-making process and its application to complex business problems. Particular emphasis is placed on understanding the various decision-making models and their application in various fields of business, the intuitive and economic importance in decision making and the utilization of information technology in decision making.

Prerequisites

None

Course content

The course covers 3 main decision-making models: Linear and Integer Programming, Decision Analysis and Simulation. In each section of the course, students will be exposed to a wide range of applications and will make use of appropriate software packages in order to have the opportunity to apply their knowledge to various real business problems.

Learning Outcomes

The course is designed to help develop student knowledge (points 1 & 2), skills (points 3 & 4) and abilities (point 5) as outlined below:

- 6) Recognize the importance of different decision-making models in the effective management of the organization
- 7) Differentiate between the various decision models and determine their usefulness in solving complex business problems
- 8) Analyse and formulate complex problems of linear and integer programming
- 9) Choose the right decision model to solve different business problems

- 10) Solve real and complex problems, for a wide range of business functions, using decision-making models (such as decision trees)

Recommended reading

- Πραστάκος, Γ.Π. (2006) Διοικητική Επιστήμη: Λήψη Επιχειρησιακών Αποφάσεων στην Κοινωνία της Πληροφορίας. Εκδόσεις Σταμούλη
- Πραστάκος Γ.Π. (2002). Διοικητική Επιστήμη στη Πράξη: Εφαρμογές στη Σύγχρονη Επιχείρηση. Εκδόσεις Σταμούλη.

Teaching methods

Lectures, lab exercises, tutorials

Assessment methods

Final written exam

8th Semester – Specialization: Marketing

Course title:	Strategic E-Marketing
Course code:	2836
Type of the course:	Compulsory in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	8 th
Number of credits allocated:	6
Name of instructor:	Christos Patsiouras

Objectives

This course is an introduction in using the Internet to market goods and services, as being suggested by the related principles and practices. It examines the various business models employed in online marketing and explores techniques and methodologies for conducting online market research.

Prerequisites

Introduction to Marketing, Consumer Behavior, Principles of Strategy.

Course content

- Introduction to e-Marketing
- e-Business Models
- Consumer Behavior and the Internet
- Research utilization through the internet
- 7Ps and the Internet

Learning Outcomes

The main purpose of the particular course is to provide the students with all the necessary knowledge related to strategic planning and implementing, a comprehensive e-marketing strategy using the variables of the Marketing Mix. In addition, it also considers other critical issues, such as the challenges faced by firms in the application of e-marketing strategies in global markets.

Recommended reading

- Strategic e-Marketing, G. Siomkos, and Y. Tsiamis, Livanis publishing.
- Electronic Commerce, A managerial Perspective, Efraim Turban, Pearson Prentice Hall.
- Principles of Internet Marketing, Hanson W., South-Western College publishing, Thomson Learning.
- Managing in the Next Society, Drucker P. St. Martin's Press, NY.
- Strategic Internet Marketing, Dann, S. and S. Dann, J. Wiley & Sons.

Teaching methods

Class lectures, class exercises, case studies, written assignment, public presentation.

Assessment methods

Final written exam, and written assignment.

Course title:	Marketing Analytics
Course code:	2840
Type of the course:	Compulsory in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	8 th
Number of credits allocated:	6
Name of instructor:	Adjunct faculty

Course title:	High-Tech and Industrial Marketing
Course code:	2834
Type of the course:	Elective in Specialization of Marketing
Level of the course:	Undergraduate
Year of study:	4 th
Semester:	8 th
Number of credits allocated:	6
Name of instructor:	Christos Patsiouras, Adjunct Faculty

Course title:	Supply Networks and Logistics
Course code:	5648
Type of the course:	Elective in Specialization
Level of the course:	Undergraduate
Name of instructor:	Dionysis Skarmas

(For the description of this course please refer to the Guide of Study of the Department of Marketing and Communication)

Objectives

Marketers are interested in understanding and forecasting how customers purchase products and services and how they respond to marketing actions initiated by the firm. Marketing analysts develop quantitative models that leverage business data, statistical computation, and machine learning. These models are used to forecast sales and to support important marketing decisions involving customer relationship management, market segmentation, value creation and communication, and monetization. In this course students will learn how to use models to analyze customer data and how to leverage such data to make optimal decisions.

Prerequisites

None

Learning Outcomes:

On completion of the course, students will be able to:

- Appreciate how marketing analytics provide competitive advantage
- Acknowledge current and future developments in marketing analytics technologies
- Evaluate the implications of marketing analytics for marketing and general management practice
- Possess an applied understanding of different marketing analytics methods
- Demonstrate the ability to use the software to manipulate data and implement statistical modeling and analysis in order to address marketing problems
- Break complex tasks into parts and steps
- Communicate findings and ideas professionally and creatively

RECOMMENDED READING

- Chapman, C., & Feit, E. M. (2019). R for Marketing Research and Analytics. 2nd Edition. Springer.
- Wickham, H., & Grolemund, G. (2016). R for Data Science: Import, Tidy, Transform, Visualize, and Model Data. O'Reilly Media.
- Healy, K. (2018). Data Visualization: A Practical Introduction. Princeton University Press.

Teaching methods

Class lectures, class exercises, case studies, written assignment, public presentation.

Assessment methods

Final written exam, and written assignment.

General Electives

Course title: **International Economics**
Course code: 1373
Type of the course: General Electives
Level of the course: Undergraduate
Name of instructor: George Alogoskoufis, Petros Varthalitis
(For the description of this course please see the study guide of the Department of Economics)

Course title: **Internship**
Course code: 2325 & 2444
Type of the course: General Electives
Level of the course: Undergraduate
Name of instructors: Dimitris Manolopoulos, Alexandros Papalexandris

Objectives

The course is offered in two academic semesters (Fall and Spring) and allows students of the department of Business Administration to work in a company of their choice; where they will have the opportunity to apply the theoretical foundations of the core courses offered by the Department in a real work setting. The aim of the course is for students to obtain work experience and to apply the knowledge that they have acquired through the different courses offered as part of their studies.

Prerequisites

Students in their third-year of studies must have successfully passed at least 17 courses, students in their fourth-year at least 22 courses, and from 5th year of study and above at least 34 courses.

Course content

At the beginning of each semester, a number of preparatory lectures are given by the instructors of the course in order to acquaint interested students with the operation of the student internship program and the preparation of the final assignment that has to be submitted by all students and upon which they will be evaluated. Students will then work in an organization of their choice for 2 months full-time (40 hours a week) or 3 months part-time (25 hours per week). In total, students will have to complete at least 320 hours of employment. Upon completion of the internship, students have to submit a written assignment related to the company that they have worked for.

Learning Outcomes

The course is designed to help develop student knowledge (points 1 & 2), skills (points 3 & 4) and abilities (points 5 & 6) as outlined below:

- Recognize and understand the importance of professionalism and good behavior at work
- Select the business sectors and types of companies / positions that they would be interested in continuing their professional career
- Distinguish the difference between theory, as this has been taught in the lectures and the practice, as applied by companies today
- Analyze the impact of external and internal factors on the performance of the organizations they were employed in
- Apply theories and models taught in the courses to some of the best businesses and organizations in Greece and abroad
- Propose well-argued and grounded actions to improve the performance of the organizations they have worked for

Recommended reading

- Παπαδάκης, Β. (2011), Στρατηγική των Επιχειρήσεων: Ασκήσεις - Μελέτες Περιπτώσεων, Εκδόσεις Μπένου, Αθήνα
- Σιώμκος, Γ. και Czepiel J. (2007), Ανταγωνιστική Στρατηγική Μάρκετινγκ. Εκδόσεις Σταμούλη, Αθήνα
- Russell, S. And Norving, P. (2005), Τεχνητή Νοημοσύνη: Μια Σύγχρονη Προσέγγιση, Εκδόσεις Κλειδάριθμος, Αθήνα

Teaching methods

Class lectures and employment at an organisation

Assessment methods

Final assignment

Course title:	Financial Law
Course code:	2329
Type of the course:	General Electives
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Fall
Number of credits allocated:	6
Name of instructor:	Athanasios Koulouridas

Objectives

The course seeks to make students familiarized with the legal aspects of corporate finance especially for startups.

Prerequisites

No. However Students are advised to have successfully taken the following courses: Commercial Law II.

Course content

The course covers:

- an introduction to the meaning of equity and debt and the main differences
- analysis of the various forms of equity and debt securities
- the mechanics of startup financing (preferred equity – convertible debentures) and other contractual terms
- venture capitals and business angels and other forms of alternative finance

Learning Outcomes

At the end of the lectures students will have familiarized themselves with the process of choosing between alternative forms of financing. They will understand the advantages and disadvantages of various forms of hybrid securities, the peculiarities and special characteristics of startup financing and they will be able to solve relevant practical problems by applying the acquired knowledge of the relevant rules and securities available.

Recommended reading

Variable reading – check e-class

Teaching methods

Class lectures

Assessment methods

Final written exam

Course title:	Principles of Sociology
Course code:	1193
Type of the course:	General Elective
Level of the course:	Undergraduate
Name of instructor:	Adjunct Faculty

(For the description of this course please see the study guide of the Department of Economics)

Course title:	Introduction to Philosophy
Course code:	2749
Type of the course:	General Elective
Level of the course:	Undergraduate
Name of instructor:	Adjunct Faculty

Course title:	Labour Law
Course code:	2406
Type of the course:	General Electives
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	G. Alogoskoufis, P. Boubouheropoloulos

Objectives

The course seeks to make students familiarized with the main principles and doctrines of labour law.

Prerequisites

No. However Students are advised to have successfully taken the following courses: Civil Law.

Course content

The course covers:

- Introduction to individual labour law;
- the contract of employment, types of employment, the meaning of employee, main contractual terms, differences from other forms of provision of services
- minimum standards legislation (place, time and remuneration) of employment relationship
- employers powers and restrictions
- Dismissal of employee, the notion of unfair dismissal, compensation for dismissal
- Collective employment law – collective agreements
- Workplace accidents

Learning Outcomes

At the end of the lectures students will have familiarized themselves with main principles of individual labour law, and they will be able to differentiate the employment contract from other forms of occupation as well as to understand the basic operation of collective agreements. Students will understand the main rights and duties of the employer and the employee under a fixed term or indefinite term employment contract and apply the above in practice. Finally they should be able to combine intercollegiate knowledge related to business and human resources administration and to find solutions to relevant practical problems.

Recommended reading

Ληξουριώτης Ι, 2017, Ατομικές Εργασιακές Σχέσεις, Νομική Βιβλιοθήκη
 Παπαδημητρίου Κ, 2018, Συλλογικό Εργατικό Δίκαιο, Νομική Βιβλιοθήκη

Teaching methods

Class lectures

Assessment methods

Final written exam

Course title:	Structure and Problems of the Greek Economy
Course code:	2321
Type of the course:	General Electives
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6
Name of instructor:	Dimitrios Dimitriou

Objectives

The purpose of this one semester course is to involve students in basic and important topics related to Greek economy. During the lectures, material on issues of the Greek economy is distributed, so that students can improve their ability to analyze and interpret issues related to the structure and problems of the Greek economy.

Prerequisites

Basic knowledge of Macroeconomics and Statistics.

Course content

In the context of the teaching process, special emphasis is placed on the historical approach of key magnitudes and problems of the Greek economy, concerning growth, public debt, export trade, competitiveness and productivity of the national economy. Student work is optional.

Learning Outcomes

The main aim of the educational work is to allow students to analyze and interpret the trends and prospects of the Greek economy. Teaching focuses on diachronic and vital issues of the Greek economy, such as the bankruptcies of the modern Greek state, the non-viability of public debt, the non-sustainability of the growth process, the phenomenon of twin deficits, the deterioration of the competitiveness of the Greek economy, the contraction of the primary and secondary sectors of the economy, etc.

Recommended reading

Βαγιανός, Δ., Βέττας, Ν., Μεγήρ, Κ., Πισσαρίδης, Χ. (επιμ.) (2017), Πέρα από τη λιτότητα, Πανεπιστημιακές Εκδόσεις Κρήτης.

Teaching methods

Class lectures

Assessment methods

Final written exam

Course Title:	Special Issues of Production Management and Services
Course code number:	2606
Type of course:	Elective
Level of course:	Undergraduate
Year of study:	3d
Semester / quarter:	6th
Number of credits:	6
Name of Lecturer:	Maniatis Paraschos

Objective of the course

The aim of the course is to help students understand basic topics related to design, programming and control of production systems and service systems. Design issues include: product design and planning planning, site design and spatial planning. Planning and control issues include: forecasting demand, inventory management and production planning

Prerequisites

None

Course content

Problems: The class schedule gives a list of problems for each section. You will not be asked to hand in your answers to these problems. During class I will go over these problems or similar examples. Quantitative problems on examinations will be similar in content to these problems.

Case Studies: There are case studies assigned to several class sessions. You do not have to hand in your write-up of these cases or the questions assigned for homework. We will, however, go over these cases in the beginning of the next class (after the material has been covered). The case studies are listed on the class schedule

Group Term Project: For this course, a group term project is required. We will form teams during the second class session. You may select your own team. Every team member is expected to participate in the group project. Teams can determine how members will contribute. For example, all members can work on all project tasks or members can be assigned different tasks.

Anticipated Educational Results

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

- Analyze the methodology of selecting and designing the product (or service) to be produced. Describe the factors that influence and determine the capacity of the production system. It follows the methodology of developing and standardizing the working method and determining the time required to perform a task.
- Use quantitative and qualitative criteria for choosing the optimal installation location of a production system.

- Manage spatial planning problems, i.e. problems related to choosing the optimum layout of machinery, equipment and human resources in the production area.
- Use methods to predict demand.
- Analyze problems with inventory management.
- Understand the methodology and the parameters of production programs.

Recommended reading

1. Chase, R.B., Jacobs, F.R. and Aquilano, N.J. (2010) "Operations & Supply Management & quot ;, 12th ed., McGraw-Hill
2. Davis, M. M and J. Heineke (2005) "Operations Management: Integrating Manufacturing and Services", McGraw-Hill Irwin, 5th edition
3. Fitzsimmons, J.A. and Fitzsimmons, M.J. (2006) "Service Management: Operations, Strategy and Information Technology", 5th ed., McGraw Hill
4. Heizer, J., and Render, B. (2009) "Operations Management", 9th ed., Pearson
5. Johnston, R. and Clark, G. (2001) "Service Operations Management", FT / Prentice Hall
6. Krajewski, L.J., Ritzman, L.P. and Malhotra, M.K. (2008) "Operations Management: Processes and Value Chains", 8th ed., Pearson / Prentice Hall
7. Metters, R., King-Meters, K., Pullman, M. and Walton, S. (2006) "Service Operations Management", South-Western Cengage Learning
8. Reid, R. D. and Sanders, N. R. (2010) "Operations Management: An Integrated Approach", 4th ed., John Wiley & Sons, Inc.

Teaching methods

Lectures of the theoretical / practical part and solving exercises in a computer lab

Assessment methods

Written examination

Course title:	Competition Law
Course code:	2468
Type of the course:	General Elective
Level of the course:	Undergraduate
Year of study:	Advanced
Semester:	Spring
Number of credits allocated:	6

Name of instructor:

Emmanuela Truli

Objectives

The aim of the course is to:

Introduce students to the rules applicable in the market in terms of competition, namely the unfair competition law provisions and the rules for the protection of free competition. In particular:

- Law 3959/2011 "on the Protection of Free Competition" and articles 101 and 102 TFEU prohibit horizontal and vertical agreements between undertakings that restrict competition and the abuse of an undertaking's dominant position. Law 3959/2011 also includes rules for the control of merging companies by the Hellenic Competition Commission.
- Law 146/14 "on unfair competition" includes a general clause prohibiting unfair commercial practices as well as rules against inaccurate / misleading advertising, the defamation of a competitor etc; also rules for the protection of business secrets and the abuse of economic dependence.

Prerequisites

No

Course content

The course consists of the following sections:

- Protection of free competition under Greek and EU law: Agreements which restrict competition and are prohibited. The rule and its exceptions. Abuse of a dominant position. Merger control. Authorities competent for the application of the Greek and EU rules on the protection of free competition.
- Unfair competition. Difference between unfair and free competition. The general clause in Article 1. The clauses relating to unfair advertising and defamation. Protection of business secrets, etc. Abuse of the relationship of economic dependence.

Learning Outcomes

At the end of the course, students will be able to answer the following questions: Am I limited in my freedom to compete? Can I Advertise Any Way I Want? Can I defame my competitors? Is comparative advertising allowed? What advertising is considered misleading? Which commercial practices can be considered unfair? Which business-to-business agreements can be considered illegal? Are agreements between competitors allowed? What are the cartels? What is a dominant business and what trading practices can be considered illegal? Which concentrations may create a competition problem?

Recommended reading

- Lambrou Kotsiri, Competition Law 2010
- Additional educational material (notes in e-class)

Teaching methods

Lectures

Assessment methods

Final written exam

Course title:	Theory of Industrial Organization
Course code:	1603
Type of the course:	General Elective
Level of the course:	Undergraduate
Name of instructor:	N. Vettas

(For the description of this course please see the study guide of the Department of Economics)

FALL SEMESTER

1. Advertising and Communication Management

6 ECTS credits, Advanced Level

Objectives of the course

The aim of this course is to examine the promotional function and the role of advertising for contemporary companies. The course focuses on the promotional elements in the marketing programs of domestic and foreign companies. Students will be introduced to the concept of integrated marketing communications (IMC) and consider how it evolves. Also, the course examines how various marketing and promotional elements must be coordinated to communicate effectively. Different IMC models are examined in addition with the steps in developing a marketing communication program.

Prerequisites and co-requisites

Two marketing courses, at least an introductory one.

Course contents

- Integrated marketing communication
- Setting communication objectives
- Advertising Planning & Decision Making
- Sales Promotion, Direct marketing & Personal Selling
- Public relations & Corporate Advertising
- Creative strategy
- Media Planning-Strategy & Tactics Media Evaluation
- Advertising Ethics
- Global Advertising
- Advertising and the law

Recommended or required reading

R.White Advertising 4th ed. Mc Graw Hill

Belch & Belch Advertising & Promotion 6th ed. Mc Graw Hill

Planned learning activities and teaching methods

Lectures, Case studies, Video & Multimedia materials

Assessment methods and criteria

70% written assignment, 30% written exams

2. Business Policy and Strategy

6 ECTS credits, Intermediate level

Objectives of the course

The course aspires to:

- Help participants understand:
 - the external environment in which our companies operate,
 - the role and significance of core competences not only in offering competitive advantage, but also in providing the foundation upon which strategies are based,
 - the role and significance of corporate mission/vision statements in success.
- Help participants craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
- Develop understanding on how to build and sustain competitive advantage
- Realize what type of structure, systems, people, a company needs to successfully implement a chosen strategy.
- To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.

Prerequisites and co-requisites

None

Course content

The course comprises of the following modules:

- How to analyze the external environment of the company: (Structural Analysis of Industries-5 Forces, Strategic Groups, Scenario Planning, PESTEL Analysis)
- How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as the creation of dynamic capabilities, Value Chain, Organizational Culture)
- How to direct the company into the future (mission/vision/strategic intent)
- How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, form an alliance with another business).

- How to build and sustain competitive advantage (Porter's Generic Competitive Strategies, Value Disciplines, Strategy Clock)
- What type of structure, systems, people, does a company need to successfully implement a chosen strategy (McKinsey's 7S's).
- The course will provide frameworks for identifying the challenges of different competitive environments. We will give you some analytical approaches that are useful to widely different strategic problems. Our final aim is to help you understand how to build a strategically responsive organization by tuning systems, structures and people to strategy, and how to effectively manage the process of strategizing.

Recommended or required reading

- Johnson, G., R. Whittington, K. Scholes, D. Angwin, and P. Renger, Exploring Strategy Pearson, 12th Edition, 2020.
- Hill, C., G. Jones and M.A. Schilling, Strategic Management Theory, Cengage Learning, 11th edition, 2015.
- Thompson, A.A., M.A. Peteraf, J.E. Gamble and A.J. Strickland III, Crafting and Executing Strategy: Concepts and Readings, 20th edition, McGraw-Hill, 2016.
- Hitt, M.A., R.D. Ireland and R.E. Hoskisson, Strategic Management: Competitiveness and Globalization, Cengage Learning, 12th edition, 2017.

Planned learning activities and teaching methods

Lectures and case studies

Assessment methods and criteria

Final written exam (60%) and group work (40%)

3. Entrepreneurship

6 ECTS Credits, Advanced level

Objectives of the course

Entrepreneurship is both a way of thinking and of doing. It deals with “creating something from nothing”. The course cultivates an entrepreneurial mindset and focuses on skills necessary for writing a comprehensive business plan. Upon completion of the course, students should be able to:

- understand key concepts of entrepreneurship
- successfully develop viable business ideas
- consider entrepreneurship as a professional career choice

Prerequisites and co-requisites

This course synthesizes concepts from various courses at business schools. Students with managerial know-how are allowed to follow this course. Students registered in the Business Policy and Strategy course during the fall semester of this University are not allowed to attend this course.

Course content

This course introduces the nature of entrepreneurship. It helps students to successfully develop viable business ideas. This is a teaching-mentoring course. You are going to write and present business plans based on teamwork.

Recommended or required reading

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

Hisrich R. (2014). Advanced Introduction to Entrepreneurship. USA: Edward Elgar Publishing Ltd.

Planned learning activities and teaching methods

Lectures and students' presentations

Assessment methods and criteria

Final written exam and project

4. Financial Management

6 ECTS credits, Advanced Level

Objectives of the course

At the end of this course you should be able to:

- Explain why it makes sense for corporations to pursue the objective of maximising shareholders' wealth.
- Calculate, interpret and evaluate the payback period, return on capital employed, net present value and internal rate of return of an investment.
- Discuss the ways in which inflation, taxation and risk can be incorporated into the investment appraisal process.
- Describe the procedures for assessing and measuring the combined risk of a portfolio of investment.
- Describe the main forms of equity and debt finance and discuss their relative advantages and disadvantages.
- Discuss whether a company can, by adopting a particular capital structure, influence its cost of capital.
- Discuss the advantages and disadvantages of the different types of finance that can be used to fund mergers and acquisitions.

Prerequisites and co-requisites

None

Course contents

The course Financial Management is an introductory course, which assists students to understand the complex environment of Finance. To be more precise, it refers to the operation of the company, providing emphasis to the planning and the decision making of financial issues, directly related to the company, and the implementation of investment plans, as well as to the sources of financing, which are necessary for the implementation of such investments. The main objective of the course is the understanding and use of the main theoretical topics of Financial Management, in order to be adopted by the students and used in practical issues.

Recommended or required reading

The following textbook is required:

Brealey, R.A., S.C. Myers and F. Allen, 2017, Principles of Corporate Finance, 12th Edition, New York: McGraw-Hill Irwin

Planned learning activities and teaching methods

Lectures

Assessment methods and criteria

Final written exam

5. Money and Capital Markets

6 ECTS credits, Advanced Level

Objectives of the course

At the end of the course students should:

- understand the structure of money and capital markets and types of intermediaries and traded instruments in these markets
- know how stocks and bonds prices are determined and how to price securities.
- know how to create an efficient portfolio and understand the importance to financial institutions of risk reduction through holding portfolios of assets.
- know how futures contracts are used for risk reduction or speculation.

Prerequisites and co-requisites

None

Course content

The course covers the following topics:

- Money and Capital Markets: an overview
- Intermediaries, Markets and Trading – an overview of the type of companies operating in the money and capital markets and the kinds of transactions they engage into.
- Compounding, Present and Future Value – basic principles used for quantitative analysis of financial assets and instruments.
- Bonds and Interest Rates – an overview of debt instruments, pricing and risk assessment.
- Stocks - pricing techniques for stocks
- Portfolio Theory – how to choose assets in order to build an efficient portfolio
- Futures contracts – an overview of the futures market, pricing of futures contracts, speculation, arbitrage and hedging strategies through futures contracts.

Recommended or required reading

Investments, 4th edition, by Zvi Bodie, Alex Kane and Alan J. Marcus

Planned learning activities and teaching methods

Lectures

Assessment methods and criteria

Final written exam

6. Conflict Management and Negotiations

6 ECTS credits

Prerequisites and co-requisites

None

Course content

The course covers the following topics:

- Managing conflict, building blocks and the process of negotiation
- Preparation: What to do before negotiation
- Creating and claiming value in negotiation
- Managing emotions and building trust in negotiations
- Power, ethics, and reputation
- Multi-party negotiations, coalitions, and team negotiation
- Cross-cultural negotiations and negotiating remotely
- Negotiating a job offer
- Dispute resolution using third parties

Recommended or required reading

The following book is required:

Thompson, L. (2021). *The mind and heart of the negotiator*, 7th Edition (Global edition). Pearson. ISBN-10: 1292399465; ISBN-13: 978-1292399461.

together with a list of recommended references for background reading:

Brett, J. M. & Ramirez-Marin, J. & Galoni, C. (2021). Negotiation Strategy: A Cross-Cultural Meta-Analytic Evaluation of Theory and Measurement. *Negotiation and Conflict Management Research* 14(4). doi: <https://doi.org/10.34891/20210918-525>.

Fisher, R., Ury, W., & Patton, B. (2011). *Getting to Yes: Negotiating agreement without giving in*, 3rd revised edition, Penguin. ISBN-10: 1844131467; ISBN-13: 978-0143118756.

Ingerson, M. C., DeTienne, K. B., Hooley, J. M., & Black, N. A. (2020). Dealing with dysfunction: Negotiating with difficult individuals. *Negotiation Journal*, 36(3), 287-307.

Kapoutsis, I., & Volkema, R. (2019). Hard-core toughie: Donald Trump's negotiations for the United States presidency. *Negotiation Journal*, 35(1), 47-63.

Malhotra, D. (2015). Control the negotiation before it begins. *Harvard Business Review*, December 2015, pp. 3-8.

Malhotra, D. & Bazerman, M. (2008). *Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond*. Bantam.

Volkema, R. J., & Kapoutsis, I. (2016). From Restaurants to Board Rooms How Initiating Negotiations Teaches Management Principles and Theory. *Journal of Management Education*, 40(1), 76-101.

Volkema, R., 1999, *The Negotiation Toolkit: How to get exactly what you want in any business or personal situation*, AMACOM.

Watkins, M. (2006). *Shaping the Game: The New Leaders Guide to Effective Negotiating*. Harvard Business School Press.

Planned learning activities and teaching methods

Lectures, case studies, role-plays, videos, and self-assessment tests.

Assessment methods and criteria

Final written exam (80%) and class participation (participation in role-plays; 20%).

SPRING SEMESTER

1. Financial Management

6 ECTS credits, Advanced Level

Objectives of the course

At the end of this course you should be able to:

- Explain why it makes sense for corporations to pursue the objective of maximising shareholders' wealth.
- Calculate, interpret and evaluate the payback period, return on capital employed, net present value and internal rate of return of an investment.
- Discuss the ways in which inflation, taxation and risk can be incorporated into the investment appraisal process.
- Describe the procedures for assessing and measuring the combined risk of a portfolio of investment.
- Describe the main forms of equity and debt finance and discuss their relative advantages and disadvantages.
- Discuss whether a company can, by adopting a particular capital structure, influence its cost of capital.
- Discuss the advantages and disadvantages of the different types of finance that can be used to fund mergers and acquisitions.

Prerequisites and co-requisites

None

Course contents

The course Financial Management is an introductory course, which assists students to understand the complex environment of Finance. To be more precise, it refers to the operation of the company, providing emphasis to the planning and the decision making of financial issues, directly related to the company, and the implementation of investment plans, as well as to the sources of financing, which are necessary for the implementation of such investments. The main objective of the course is the understanding and use of the main theoretical topics of Financial Management, in order to be adopted by the students and used in practical issues.

Recommended or required reading

The following textbook is required:

Brealey, R.A., S.C. Myers and F. Allen, 2017, Principles of Corporate Finance, 12th Edition, New York: McGraw-Hill Irwin

Planned learning activities and teaching methods

Lectures

Assessment methods and criteria

Final written exam

2. International Marketing Management,

6 ECTS Credits, Level: Advanced level

Objectives of the course

This course offers students a practical understanding of the role of marketing in the achievements of corporate goals and the opportunity to gain an appreciation of the different applications of marketing in consumer, and industrial international markets. Also, it provides students with an understanding of both theory and practice of international and export marketing as well as with the ability to apply this understanding to real and simulated situations.

Prerequisites and co-requisites

Three marketing courses

Course Content

- International Trade.
- Overseas and European environments: cultural, political and economic.
- Information gathering and marketing information systems for international marketing decision-making.
- Methods of market entrance.
- International marketing mix.(Product, Price, Promotion, Place)
- Logistics, subsidiaries, agents, importers and intermediaries.
- Globalization

Recommended or required reading

Cateora International Marketing Management 10th ed. Mc Graw Hill
Rugman & Hodgetts International Business 3rd ed. Prentice Hall

Planned learning activities and teaching methods

Lectures, Case studies, Video & Multimedia staff

Assessment methods and criteria

70% written assignment, 30% written exams

3. Money and Capital Markets

6 ECTS credits, Advanced Level

Objectives of the course

At the end of the course students should:

- understand the structure of money and capital markets and types of intermediaries and traded instruments in these markets
- know how stocks and bonds prices are determined and how to price securities.
- know how to create an efficient portfolio and understand the importance to financial institutions of risk reduction through holding portfolios of assets.
- know how futures contracts are used for risk reduction or speculation.

Prerequisites and co-requisites

None

Course content

The course covers the following topics:

- Money and Capital Markets: an overview
- Intermediaries, Markets and Trading – an overview of the type of companies operating in the money and capital markets and the kinds of transactions they engage into.
- Compounding, Present and Future Value – basic principles used for quantitative analysis of financial assets and instruments.
- Bonds and Interest Rates – an overview of debt instruments, pricing and risk assessment.
- Stocks - pricing techniques for stocks
- Portfolio Theory – how to choose assets in order to build an efficient portfolio
- Futures contracts – an overview of the futures market, pricing of futures contracts, speculation, arbitrage and hedging strategies through futures contracts.

Recommended or required reading

Investments, 4 th edition, by Zvi Bodie, Alex Kane and Alan J. Marcus

Planned learning activities and teaching methods

Lectures

Assessment methods and criteria

Final written exam

4. Business Strategy

6 ECTS credits, Intermediate level

Objectives of the course

The course aspires to:

- Help participants understand:
 - the external environment in which our companies operate,
 - the role and significance of core competences not only in offering competitive advantage, but also in providing the foundation upon which strategies are based,
 - the role and significance of corporate mission/vision statements in success.
- Help participants craft and implement strategy, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, or form an alliance with another business).
- Develop understanding on how to build and sustain competitive advantage
- Realize what type of structure, systems, people, a company needs to successfully implement a chosen strategy.
- To spot and discuss the most common strategy mistakes taking place, and to offer participants ideas as to how to avoid them.

Prerequisites and co-requisites

None

Course content

The course comprises of the following modules:

- How to analyze the external environment of the company: (Structural Analysis of Industries-5 Forces, Strategic Groups, Scenario Planning, PESTEL Analysis)
- How to exploit and build resources and capabilities needed to achieve, maintain and improve the firms market positioning (strategy as the creation of dynamic capabilities, Value Chain, Organizational Culture)
- How to direct the company into the future (mission/vision/strategic intent)
- How to make a strategic choice, given a number of alternative strategic options (choices include: in which areas should we diversify, in which products/services should we expand, how we are going to implement this expansion, are we going to acquire, merge, form an alliance with another business).

- How to build and sustain competitive advantage (Porter's Generic Competitive Strategies, Value Disciplines, Strategy Clock)
- What type of structure, systems, people, does a company need to successfully implement a chosen strategy (McKinsey's 7S's).
- The course will provide frameworks for identifying the challenges of different competitive environments. We will give you some analytical approaches that are useful to widely different strategic problems. Our final aim is to help you understand how to build a strategically responsive organization by tuning systems, structures and people to strategy, and how to effectively manage the process of strategizing.

Recommended or required reading

- Johnson, G., R. Whittington, K. Scholes, D. Angwin, and P. Renger, Exploring Strategy Pearson, 12th Edition, 2020.
- Hill, C., G. Jones and M.A. Schilling, Strategic Management Theory, Cengage Learning, 11th edition, 2015.
- Thompson, A.A., M.A. Peteraf, J.E. Gamble and A.J. Strickland III, Crafting and Executing Strategy: Concepts and Readings, 20th edition, McGraw-Hill, 2016.
- Hitt, M.A., R.D. Ireland and R.E. Hoskisson, Strategic Management: Competitiveness and Globalization, Cengage Learning, 12th edition, 2017.

Planned learning activities and teaching methods

Lectures and case studies

Assessment methods and criteria

Final written exam (60%) and group work (40%)

5. Other Services Provided to Students

On the main website of the University there is information about the services provided to students of the University for various topics such as, electronic secretariat (<https://www.aueb.gr/el/content/e-grammateia-0>), library (<https://www.aueb.gr/el/library>), electronic course management system (<https://eclass.aueb.gr/>), employment and career opportunities (<https://www.aueb.gr/el/dasta>).

5.1 International student mobility programs

The Department is the first of the 8 departments of the Athens University of Economics and Business that started the cooperation within the framework of the Erasmus Program with institutions of higher education of the European Union (EU). In 1989 it was selected (the only one from Greece) by the European Commission to participate in the pilot phase of ECTS - Transfer System (later Accumulation) of Credits in the field of Business Administration.

Over the years, all University Departments apply ECTS rules and guarantee academic recognition to their students.

The Department launched the Erasmus Program during the Academic Year 1990-1991 with the exchange of 3 students and today accepts about 80 students from the collaborating European universities while sending about 70 students to them annually.

Due to its long active participation and activity under the Erasmus Program (formerly "Socrates-Erasmus"), the EFC Department has about 80 collaborations with respective EU university departments with a total of about 190 collaborations for the entire university.

From 1990 until today the Department has accepted about 1,100 Erasmus students and has sent about 1200 students abroad. The Erasmus Program is extremely successful. It offers high quality student mobility, ensuring academic recognition of its outgoing students and aiming at the excellent education of incoming students in the field of Business Administration.

5.2 Graduate Studies

The Athens University of Economics and Business has been a pioneer in creating a graduate program in Greece. As early as 1985, the Department of Business Administration established a graduate program for the Master's and PhD level studies. The Department's website provides further information regarding graduate studies at AUEB.

5.3 Laboratories

The Department has 5 Laboratories, which serve the teaching needs of students (undergraduate and postgraduate), as well as the research activities of the teaching staff of the Department.